

APPENDIX

B

FIELD WMD COORDINATORS

Office	WMD Coordinator	Phone	Fax	Secure Fax
Albany	John Sennett	518-431-7335	518-431-7463	518-431-7310
Albuquerque	Kathleen Kuker	505-224-2372	505-224-2276	505-224-2008
Anchorage	Derek Espeland	907-265-9574	907-265-9599	907-277-8318
Atlanta	Jon Watson	404-679-3096	404-679-1483	404-679-1482
Baltimore	James Barry	410-281-0347	410-298-9427	
Birmingham	David R. Smith	205-715-0375	205-715-0293	205-715-0289
	David K. Jernigan (Huntsville)	256-539-1711	256-539-1729	256-539-0691
Boston	Russ Chisholm	617-223-6223	617-223-6327	617-223-6327
Buffalo	Andrew Goralski	716-843-5297	716-843-5288	716-843-5299
Charlotte	David Martinez (&CMC)	704-331-4564	704-331-4595	704-331-4560
Chicago	Basil Doyle	312-786-3782	312-786-3790	312-786-2523
	Randy Ray	312-786-3779	312-786-3790	312-786-2523
Cincinnati	Harry M. Boyd Jr.	513-562-5751	513-562-5650	513-562-5614
Cleveland	Anthony M. Brizzolara	216-622-6623	216-622-6717	216-622-6815
Columbia	Roger Stanton	803-551-4361	803-551-4240	803-551-4493 803-551-4200
Dallas	Donald Borelli	214-922-7669	214-922-7730	214-922-7463
Denver	Joseph Alrey	303-628-3088	303-628-3040	303-628-3106
	Dan Leyman (Col. Springs)	719-329-6541	719-329-6579	
Detroit	Mark Davidson	586-416-1222	586-412-2860	586-412-2861
El Paso	David Lujan	915-832-5061	915-832-5259	915-832-5252

Office	WMD Coordinator	Phone	Fax	Secure Fax
	Elias Hernandez	915-832-5057		
	Arthur Gonzales	915-832-5051	915-832-5259	915-832-5252
Honolulu	Christopher McMurray	808-566-4395	808-566-4390	808-521-2762
Houston	J.P. Riordan	713-693-5113	713-693-3999	713-693-3935
Indianapolis	Charles G. Smith	317-639-3301	317-321-6193	
Jackson	Charles Provine	601-360-7706	601-360-7550	601-360-7596
	Jaskson SAMNET – 601-360-7551			
Jacksonville	Hank Everett	904-727-6126	904-727-6242	904-724-0885
Kansas City	David Cudmore	816-512-8817	816-512-8545	
Knoxville	Todd E. Sandstedt (Oak Ridge)	865-220-5008	865-482-6192	865-482-7909
Las Vegas	Robin Meyer	702-383-3581	702-383-3519	702-384-0117
	Chris Byers	702-366-7150	702-383-3519	702-384-0117
Little Rock	James Schanandore	501-228-8427	501-228-8509	501-228-8514
Los Angeles	David Baker	310-996-3903	310-996-3885	310-996-3360
	Kevin Miles	310-996-3885	310-996-3850	310-996-3360
Louisville	Kenneth D. Lane	502-569-3820	502-569-3869	
Memphis	Timothy Boucher	901-747-9720	901-747-9621	901-747-9733
	Adriaan Balk			
Miami	John Bellamy	305-787-6122	305-787-6496	305-787-6333
Milwaukee	Cathleen Fahey	414-291-4371	414-276-6560	
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Office	WMD Coordinator	Phone	Fax	Secure Fax
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	James “Doug” Koons (Sioux Falls, SD)	605-321-1156	605-334-6704	
	Michael McRoden (Rapid City, SC)	605-343-9632	605-343-7065	
Mobile	Dove Seeger	251-415-3204	251-415-3235	251-432-7212
Newark	Eli Richardson	973-792-7418	973-792-3035	973-792-7403
	Amy L. Pickett	973-792-7170	973-792-3035	973-792-7403
New Haven	Brian Donnelly	203-503-5037	203-503-5098	203-505-5055
New Orleans	SA Jeff Garrett	504-816-3099	504-816-3135	
New Orleans	SSA James McGee	504-816-3007		
New York	William A. Zinnikas	212-384-8525	212-384-8551	212-384-8406
Norfolk	John Jackolski	757-455-2631	757-455-2647	
	Greg Hartman	757-455-2640	757-455-2647	
Oklahoma City	Frank Alexander	405-290-3698	405-290-3779	405-302-4960
Omaha	Arlyn J. Slagter	402-492-3763	402-492-3799	
Philadelphia	Christopher Rigopoulos	215-418-4097	215-418-4460	
Harrisburg	Gary LeGore – 717-213-2317	717-232-8686	717-232-0403	717-238-1645
Phoenix	Phillip S. Thorlin (Scott)	602-650-3089	602-604-3421	602-604-3424
	Terry L. Kerns	602-650-3193	602-604-3421	602-604-3424
	Jim George (IT)	602-650-3010		
Pittsburgh	Daniel Toft	412-432-4386	412-456-9166	412-456-9240

Office	WMD Coordinator	Phone	Fax	Secure Fax
Portland	Edward W. Marshman	503-552-5345	503-423-9746	503-423-9791
	John Jeffries	503-552-5276	503-423-9746	503-423-9791
Richmond	Thomas D. Stieler	804-627-4484	804-261-8077	804-261-8128
Sacramento	Robert Born	916-977-2222	916-977-2300	916-482-3927
St. Louis	David Elkington	314-589-2699	314-589-2500	314-589-2500
Salt Lake City	Claron (Chip) Spencer	801-257-2351	801-579-4500	
San Antonio	Robert Rose (Alt.)	210-978-5363	210-978-5380	210-302-8663
San Diego	Jeff Cassett	858-499-7413	858-514-5991	858-514-5863
San Francisco	John Lightfoot	510-251-4162	510-251-4193	510-251-4115
	Dan Butler	510-251-4076		
San Juan	Andrew Reinhardt	787-759-5676	787-759-1561	787-759-5693
Seattle	James H. Treacy	206-262-2378	206-654-7262	206-654-7167
	Joseph Cleary	509-455-8194	509-747-0106	509-456-5195
Springfield	Gerald Gary Karns			
	Larry M. Skora (South)	618-624-6248	618-622-2049	
Tampa	Steve Miller	813-272-8039	813-272-8019	813-228-7519
	Kerry Myers	813-272-8069	813-272-8019	813-228-7519
Washington Field	Christopher Borchert	202-278-4730	202-278-4559	202-278-2000
	Christopher Combs	202-278-4474	202-278-4559	202-278-2000
	Melissa Godbold	202-278-4480	202-278-4559	

JTTF CONTACT INFORMATION

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ATLANTA	(404) 679-9000	Mark Giuliano (A)	Mark Guiliano	Alanna Lavelle	Mark Giuliano
BALTIMORE	(410) 265-8080	Peter F. Brust	Gary Douglas Perdue	John T. Sylvester	Gary Douglas Perdue
BIRMINGHAM	(205) 326-6166	Manuel E. Mora	Joseph (Tim) Kinard	Joseph (Tim) Kinard	Ralph Phillips
BOSTON	(617) 742-5533	Thomas Powers	Teresa A. Lange	John Walker	John Walker
BOSTON (Pioneer Valley)	(617) 742-5533	Thomas Powers	Michael G. O'Reilly	Michael G. O'Reilly	Joseph Parage
BOSTON (Providence)	(617) 742-5533	Thomas Powers	Nicholas J. Murphy	Nicholas J. Murphy	None
BUFFALO	(716) 856-7800	Stanley J. Borgia	William O'Connor	William O'Connor	Ed Needham
BUFFALO (Rochester)	(716) 856-7800	Stanley J. Borgia	Michael Giglia	Michael Giglia	Kevin Chechak
CHARLOTTE	(704) 377-9200	Victor R. O'Korn	Richard Shaffer	Richard Shaffer	Steven K. Stokes
CHICAGO	(312) 431-1333	John G. Raucci	Larry R. Willis	Larry R. Willis	Larry R. Willis
CINCINNATI	(513) 421-4310	James Casey	Susan M. Straw (A)	Susan M. Straw (A)	Susan M. Straw
CLEVELAND	(216) 522-1400	Gary D. Klein	Michael K. Maltbie	Michael K. Maltbie	Tim Riley
CLEVELAND (Toledo)	(216) 522-1400	Gary D. Klein	Carl L. Spicocchi	Carl L. Spicocchi	William S. Radcliffe
COLUMBIA	(803) 551-4200	Paul C. LaCotti, Jr.	John A. (Jack) Boyle	John A. (Jack) Boyle	Roger C. Stanton
DALLAS	(972) 559-5000	Roderick Coward	Agustin Perez	Donald Borelli (A)	Glenn Stone
DALLAS (West Texas)	(972) 559-5000	Roderick Coward	Miles Burden	Miles Burden	Keith Quigley
DENVER	(303) 629-7171	Raul E. Carballido	Joseph S. Campbell	Joseph T. Airey (A)	Joseph T. Airey
DETROIT	(313) 965-2323	Larry Kuhl	Paul George	Terry Booth (A)	Brett P. Schanck
EL PASO	(915) 832-5000	Michael Morehart	Nestor Duarte	Nestor Duarte	Kenneth R. Viramontes
HONOLULU	(808) 566-4300	Kimberly K. Mertz	David G. Ego	David G. Ego	A. Ripley McGuinn

FIELD OFFICE	Office Telephone	ASAC	IT SSA	DT SSA	JTTF Coordinator
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INDIANAPOLIS	(317) 639-3301	Daniel R. Nielsen (A)	Steven L. Schlobohm	Steven L. Schlobohm	Thomas R. Smith
INDIANAPOLIS (Mera)	(317) 639-3301		Thomas S. Gancarz		
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JACKSONVILLE	(904) 721-1211	Michael Rodriguez (I)	Lawrence S. Meyer	Lawrence S. Meyer	
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KANSAS CITY (Springfield MO)	(816) 512-8200	Tom Nunemaker (A)	Hilary C. Jenkins	Hilary C. Jenkins	Vacant
KANSAS CITY (Wichita, KS)	(816) 512-8200	Tom Nunemaker (A)	William R. Seck	William R. Seck	Vacant
KNOXVILLE	(865) 544-0751	James E. Finch	S. Annette Bartlett	S. Annette Bartlett	S. Annette Bartlett
LAS VEGAS	(702) 385-1281	Robert B. Loosle	Albert J. Pisterzi	Albert J. Pisterzi	Lee Zechter
LITTLE ROCK	(501) 221-9100	Nicholas Repasky	Harlen Bell	Harlen Bell	
LOS ANGELES	(310) 477-6565	Randy D. Parsons	Richard W. Denny	Kendrick D. Williams	Kendrick D. Williams
LOS ANGELES (Long Beach)	(310) 477-6565	Randy D. Parsons	Linaz Z. Danilevicius	Linaz Z. Danilevicius	Lance Barnes
LOS ANGELES (Santa Anna)	(310) 477-6565	Randy D. Parsons	Eric Velez-Villar	Eric Velez-Villar	James Blanchard
LOS ANGELES (Riverside)	(310) 477-6565	Randy D. Parsons			
LOUISVILLE	(502) 583-3941	Brian D. Lamkin	Amy S. Hess	Amy S. Hess	Phillip H. Doty
LOUISVILLE (Covington)	(502) 583-3941	Brian D. Lamkin	Patrick J. Maley	Patrick J. Maley	Jeff Smith
LOUISVILLE (Lexington)	(502) 583-3941	Brian D. Lamkin	T. Clay Mason	T. Clay Mason	Paul Henry Haertel
MEMPHIS	(901) 747-4300	Michael J. Folmar	Lewis M. Chapman	Lewis M. Chapman	Dixon A. Land
MEMPHIS (Nashville)	(901) 747-4300	Michael J. Folmar	Douglas S. Riggins	Douglas S. Riggins	Stephen J. Dickey
MIAMI	(305) 944-9101	C. Frank Figliuzzi	Juan M. Garcia	Juan M. Garcia	Michael O. McAuliffe
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MOBILE	(334) 438-3674	Timothy J. Fuhrman	Steven P. McGavin	Steven P. McGavin	Volney E. Hayes, Jr.
NEW HAVEN	(203) 777-6311	Michael Clark (A)	K. Craig Olson	K. Craig Olson	Kenneth E. Gray, Jr.
NEW ORLEANS	(504) 816-3000	Charles J. Cunningham	Robert A. Burkes (A)	Robert A. Burkes (A)	Roger Tomberlin
NEW YORK CITY	(212) 384-1000	Joseph Billy, Jr. (SAC) Amy J. Lyons Thomas G. Donlon David B. Stone	John J. Liguori Kevin B. Cruise Charles B. Stern M.L. Lieber (I) Thomas J. McNally Richard W. Kelly Timothy E. Herlocker	Richard Frankel (A) John M. Anticev (A) William A. Zinnikas (A) Robert M. Joyce Patrick J. Donnelly David C. Shafer (A) Ernest Cavagnaro	I. Amy Bonderow
NEWARK	(973) 792-3000	Edward Dickson	Alan E. Gumeny Kevin Kline	Amy Pickett	Russell D. Hansen
NORFOLK	(757) 542-6466		Samuel Bryant, Jr.	Michael J. Erbach	Samuel Bryant, Jr.
OKLAHOMA CITY	(405) 290-7770		Jamie McDevitt		
OKLAHOMA CITY (Tulsa)	(405) 290-7770		James E. Hight	James E. Hight	Paul Yendes
OMAHA	(402) 493-8688	Marcus Veasey	Michael F. Mott	Michael F. Mott	James P. Hamilton, Jr.
OMAHA (Western Nebraska)	(402) 493-8688	Marcus Veasey	Gregory J. Zimmer	Gregory J. Zimmer	Mark A. Cullinan
OMAHA (Central Nebraska)	(402) 493-8688	Marcus Veasey	David D. Jones	David D. Jones	Douglas Schreurs
OMAHA (Eastern Iowa)	(402) 493-8688	Marcus Veasey	Scott French	Scott French	Damian Brcko
OMAHA (Central/Western Iowa)	(402) 493-8688	Marcus Veasey	Kevin B. Curran	Kevin B. Curran	Gerald J. Ingrisano
PHILADELPHIA	(215) 418-4000	Rosanne Russo	Jeffrey W. Tomlinson	Rex Vernon	
PHILADELPHIA (Harrisburg)	(215) 418-4000	Rosanne Russo	James C. Barnacle	James C. Barnacle	Gary LeGore
PHOENIX	(602) 279-5511	Ray P. Churay	James F. George	Gilbert M. Orrantia	Mark J. Wurtz
PHOENIX (Flagstaff)	(602) 279-5511	Ray P. Churay			

FIELD OFFICE	Office Telephone	ASAC	IT SSA	DT SSA	JTTF Coordinator
PITTSBURGH	(412) 432-4000	John P. Joyce	Erin M. Beckman	Paul T. Cowley	Daniel P. Powers
PORTLAND	(503) 224-4181	Laurie J. Bennett	Lyndalea Ruffner	Julia D. Thronton	Gordon V. Compton, Jr.
RICHMOND	(804) 261-1044	Robert E. Gwaltney	Richard K. Ruminski	Richard K. Ruminski	Mark J. Rossin
SACRAMENTO	(916) 481-9110	John Pikus	Joe Manarang (I)	Todd M. Davis	Michael J. LeMieux
SACRAMENTO (Fresno)	(916) 481-9110	John Pikus	Thomas Knowles	Thomas Knowles	Thomas Knowles
ST. LOUIS	(314) 231-5357	Thomas B. Noble (A)	Paul S. White	Paul S. White	
SALT LAKE CITY	(801) 579-1400	J. Richard (Rick) Palmer	Roland J. Mignone	Grant Mendenhall	Michael S. Brogan
SEATTLE/SALT LAKE CITY	(801) 579-1400		Bob Davis	Bob Davis	
SAN ANTONIO	(210) 225-6741	Andrew J. Castor (I)	Thomas Ruocco	Thomas Ruocco	
SAN ANTONIO (Austin)	(210) 225-6741	Andrew J. Castor (I)	Donna Cowling	Donna Cowling	
SAN ANTONIO (Rio Grande)	(210) 225-6741	Steven E. Ibison	Jorge L. Cisneros	Jorge L. Cisneros	
SAN DIEGO	(858) 565-1255	John Kingston	Brian Tone	Keith Bennett	None
SAN FRANCISCO	(415) 553-7400	Michael C. Riedel (A)	Thomas J. LaFreniere	Lillian P. Zilius	Jill S. Driver
SAN JUAN	(787) 754-6000	Sammy Santana	Steven A. Cocco	Steven A. Cocco	Brent Rummler
SAN JUAN (US Virgin Islands)	(787) 754-6000	Sammy Santana	Michael M. Clarke	Michael M. Clarke	Dennis Wagner
SEATTLE	(206) 622-0460	Ron Nesbitt	Robert B. Houston	John Hasychak	James H. Treacy
SPRINGFIELD	(217) 522-9675	Stephen J. Hancock	Robert A. Shay	Robert A. Shay	Robert A. Shay
TAMPA	(813) 273-4566	David W. Welker	James P. Livingston	Jesus M. Pagan	
TAMPA (Orlando)	(813) 273-4566				
WASHINGTON	(202) 278-2000	John Perren	Brian Boetig (A)	Brian Boetig (A)	Stephen T. Fogarty

THREAT FACTOR DEFINITIONS

Existence: The presence of a group or individual, operation within the jurisdiction in which there are allegations or information indicating a possibility of the unlawful use of force or violence, specifically the utilization of a WMD, against person or property, to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of a specific motivation or goal, possibly political or social in nature.

History: Demonstrated past terrorist activity over time or a recorded, violent criminal history.

Intentions: Credible advocacy/threats of force or violence, acts, or preparations to act, evidencing the intent to create a WMD, carry out a plan to release a WMD, or to participate in a WMD incident.

Capability: Credible information that a specific PTE possesses the requisite training, skills, financial means, and access to resources necessary to develop, produce, or acquire a particular type of WMD in a quantity and/or potency sufficient to produce mass casualties, combined with information substantiating the PTE's ability to safely store, test, and deliver the same. All these factors must be met before a group or individual can be justified as possessing the requisite capability necessary to implement a WMD attack.

Targeting: Credible information indicative of preparations for specific terrorist operations against identifiable targets within the subject jurisdiction. (Example: Obtaining of specific floor plans of a target location or surveillance activities, etc.)

MOTIVATOR DEFINITIONS

Motivator Definitions	
Motivator	Examples of Likely Targets
Political	Anything perceived as a symbol or integral part of the governing establishment (government buildings, courthouses, revenue service, political events, and campaigns).
Religious	Anything perceived as a symbol of, acting contrary to, or in support of group or individual religious beliefs (banks, newspaper companies, Planned Parenthood facilities, large public venues, etc.).
Racial	Social and legal entities that promote equality among races.
Environmental	Organizations or facilities that are perceived to be damaging to the environment (logging industry, nuclear power plants, dams, etc.).
Special Interest	Organization or entities perceived to be acting contrary to the interest of the PTE (animal rights, anti-technology, etc.).

POTENTIAL TARGETS

Potential Targets		
Continuity of Government Service	<ul style="list-style-type: none"> Government office buildings / courthouses Embassies / consulates 	<ul style="list-style-type: none"> Military installation (including reserve components) Prisons
Electric Power, Oil/Gas Storage	<ul style="list-style-type: none"> Electric power production Gas storage and shipment Telecommunications (wireline & wireless) 	<ul style="list-style-type: none"> Electric power distribution (substations, transmission lines) Petroleum storage and shipment
Information and Communications	<ul style="list-style-type: none"> Newspapers Radio stations TV broadcast facilities 	<ul style="list-style-type: none"> Trunking stations for communications / switching / CATV
Emergency Services*	<ul style="list-style-type: none"> Law emergency services Fire emergency services Emergency medical services 	<ul style="list-style-type: none"> State/local emergency operations centers (EOC) Emergency responder stations
Institutions**	<ul style="list-style-type: none"> Science research facilities Academic institutions Museums 	<ul style="list-style-type: none"> Schools Libraries
Commercial / Industrial Facilities**	<ul style="list-style-type: none"> Chemical plants Industrial plants Petroleum plants Business / corporate centers Malls / shopping centers 	<ul style="list-style-type: none"> Hotel / convention centers Apartment buildings Nuclear Facilities Food distribution and processing operations
Transportation	<ul style="list-style-type: none"> Railheads / rail yards Seaports / river ports Interstate highways Bus terminals Tunnels Bridges 	<ul style="list-style-type: none"> Subways Ferries Airports Truck Terminals Gas Pipelines
Water Supply	<ul style="list-style-type: none"> Water supply plants Water purification systems Water distribution systems 	<ul style="list-style-type: none"> Wastewater plants Dams
Banking and Finance	<ul style="list-style-type: none"> Banks Financial institutions 	<ul style="list-style-type: none"> Clearing houses
Public Health	<ul style="list-style-type: none"> Hospitals Public Health Labs 	<ul style="list-style-type: none"> Emergency medical centers
Recreational Facilities**	<ul style="list-style-type: none"> Sports arenas / stadium Auditoriums Theaters 	<ul style="list-style-type: none"> Parks Casinos Concert halls / pavilions
Miscellaneous**	<ul style="list-style-type: none"> Special events Parades Religious services / buildings Festivals 	<ul style="list-style-type: none"> Celebrations Scenic tours Abortion clinics Social / ethic organizations
Agriculture – Animals**	<ul style="list-style-type: none"> Concentrated animal feeding operations (CAFO) Slaughter / harvest facilities Wholesale distribution facilities Retail markets Livestock gathering / distribution points Auctions / markets / livestock shows / special sales Agro-chemical manufacturing / distribution facilities 	<ul style="list-style-type: none"> Genetic material source facilities / wildlife breeding facilities Live animal / artificial insemination / embryos Ports of entry / import/export points Feed production / storage facilities Ranches Biological research and diagnostic facilities
Agriculture – Plants / Crops**	<ul style="list-style-type: none"> Seed production, handling and processing facilities Grain elevators Crop storage facilities Agrochemical storage / distribution facilities Agrochemical manufacturers 	<ul style="list-style-type: none"> Fertilizer manufacturers Oil mills, Flour mills Ports of entry / import/export points Food processing plants Biological manufacturing facilities Agricultural equipment manufacturers Orchards/Vineyards
Note: Examples are not exhaustive. Local jurisdictional criteria should be added as required. Categories are from PDD 63 with the following notes: *Combined PDD 63 Categories for Fire and Law ** Additional categories to those listed in PDD 63		

DISCIPLINE DEFINITIONS

CATEGORY	DEFINITION	TITLE
Law Enforcement (LE)	Individual, full-time, or on voluntary bases, who work for agencies at the local, municipal, and state levels with responsibility as sworn law enforcement officers.	<ul style="list-style-type: none"> • Sworn Law Enforcement • SWAT • Bomb Technicians • Management/Incident Command • Investigators
Emergency Medical Services (EMS)	Individuals who, on a full-time, part-time, or volunteer basis, serve as first responders, EMT (basic, intermediate, and paramedic) on ground-based and aero medical services to provide pre-hospital care.	<ul style="list-style-type: none"> • EMT (basic) • EMT (intermediate) • EMT (paramedic)
Emergency Management Agency (EMA)	Organizations, both local and state, that are directed to coordinate preparedness, response, recovery, and mitigation for WMD terrorism incidents.	<ul style="list-style-type: none"> • State EMA • Local EMA • Voluntary Organizations • Professional Associations • Human Service Agencies • Private Agencies • Supporting EMA Agencies
Fire Services (FS)	Individuals, who on a full-time, volunteer, or part-time basis provide life safety services including fire suppression, rescue, arson investigation, public education, and prevention.	<ul style="list-style-type: none"> • Firefighters • Company Officers • Fire Marshals • US&R • Technical Rescue
Hazardous Materials Personnel (HZ)	Individuals, who on a full-time, part-time, or volunteer basis, identify, characterize, provide risk assessment, and mitigate/control the release of a hazardous substance or potentially hazardous substance.	<ul style="list-style-type: none"> • Technician • Specialist • MMRS • Environmental Quality Control • Private Companies • Contractors
Public Works (PW)	Organizations and individuals that make up the public/private infrastructure for the construction and management of these roles within the Federal level.	<ul style="list-style-type: none"> • Administration • Technical • Supervision • Craft (Basic/Advanced (in the areas of environmental services, water quality, solid waste, animal services, water treatment, public buildings, public parts, telecommunications, engineering, equipment services, electric districts, and digital cable.)

CATEGORY	DEFINITION	TITLE
Governmental Administrative (GA)	Elected and appointed officials responsible for public administration of community health and welfare during a WMD terrorism incident.	<ul style="list-style-type: none"> • Mayors • Elected Officials • Executives • Chief Administrative Officers • (City Manager and supporting staff)
Public Safety Communications (PSC)	Individuals, full-time, part-time, or on a volunteer basis, who through technology, serve as a conduit and link persons reporting an incident to response personnel and emergency management, to identify an incident occurrence and help to support the resolution of life safety, criminal, environmental, and facilities problems associated with a WMD terrorism incident.	<ul style="list-style-type: none"> • Call Takers • Shift Supervisors • Medical Control Centers • Dispatchers (EMS, Police, Fire, and Public Works)
Health Care (HC)	Clinical, forensic, and administrative personnel in hospitals, physician offices, clinics, and other facilities responsible for providing medical care to include surveillance (passive and active), diagnosis, laboratory evaluation treatment, mental health support.	<ul style="list-style-type: none"> • Physicians • Nurses • Physicians Extenders (Physician Assistants and Nurse Practitioners) • Security • Facility Management • Therapists/Counselors • Veterinarians • Medical Examiners/Coroners • Dentists • Pharmacists • Technicians • Medical Records Staff

CATEGORY	DEFINITION	TITLE
Public Health (PH)	Personnel who responsibility includes preventing epidemics and the spread of disease, protecting against environmental hazards, preventing injuries, promoting and encouraging healthy behaviors, responding to disasters and assisting communities in recovery, assuring the quality and accessibility of health services, epidemiology investigators, evidence collection, along with fatality management for humans and animals.	<ul style="list-style-type: none"> • Epidemiologists • Environmental Engineers • Environmental Investigators • Environmental Engineering Technicians/Technologists • Occupational Safety and Health Specialists • Technicians • Technologists • Health Educators • Public Health Policy Analysts • Community Social Workers • Substance Abuse and Mental Health Social Workers • Psychologists • Mental Health Providers • Mental Health Counselors

WMD RESPONSE LEVEL DEFINITIONS

RESPONSE LEVEL - 0 (NO WMD CAPABILITY LEVEL)

This level can be generally defined as having “no capability to respond to or recognize a WMD incident.” Emergency responders at this level lack the training, and equipment to react at any level to a WMD release.

RESPONSE LEVEL - 1 (WMD AWARENESS CAPABILITY LEVEL)

This level can be generally defined as the Recognition level, having “a capability to recognize a WMD incident.” Emergency responders at this level are those persons who, in the course of their normal duties, could be required to respond to or support an emergency involving a WMD incident. Emergency responders at this level are expected to recognize the presence of a potential WMD terrorism incident, take measures to protect themselves, call for trained personnel, and secure the area. Competency at this level is evidenced by compliance with Office for Domestic Preparedness Awareness Level training standards, National Fire Protection Association training standards associated with competencies for the emergency responder at the Awareness Level (NFPA 472, Chapter 2) and applicable U.S. Department of Transportation (DOT), Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA), and other appropriate state and local requirements.

RESPONSE LEVEL - 2 (WMD PERFORMANCE (DEFENSIVE) LEVEL)

This level can be generally defined as the Defensive level, having “a modest increase in capability to respond to a WMD incident.” Emergency responders at this level are those persons who respond to releases or potential releases of WMD materials as part of the initial response to the incident or support of this response for the purpose of protecting nearby persons, the environment, or property from the effects of the release. Emergency responders at this level are expected to respond in a defensive fashion to control the incident from a safe distance and keep it from spreading. Competency at this level must be demonstrated by performance of required skills and is evidenced by meeting all requirements for Level One and possessing general knowledge of biological, nuclear/radiological, and chemical agents; personal protective equipment, emergency decontamination, as well as compliance with Office for Domestic Preparedness Performance (Level A) Level training standards, National Fire Protection Association training standards associated with competencies for the emergency responder at the Operations Level (NFPA 472, Chapter 3) and applicable U.S. Department of Transportation (DOT), Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA), and other appropriate state and local requirements.

RESPONSE LEVEL - 3 (WMD PERFORMANCE (OFFENSIVE) LEVEL)

This level can generally be defined as the Offensive level, having “a moderate increase in capability to respond to a WMD incident.” Emergency responders at this level are those persons who respond to releases or potential releases of WMD materials as part of the initial response to the incident or support this response for the purpose of reducing or eliminating the source or effects of the WMD materials. This level is normally required only for certified technicians who are trained and equipped to operate in a fully encapsulated environment in the hot zone to detect and neutralize a hazardous material. This level can only be achieved if the jurisdiction has a technician-level certified HazMat Team. Competency at this level must be demonstrated by performance

of required skills and is evidenced by meeting all requirements for Levels One and Two and possessing advanced capabilities to work in the affected area of a WMD material release, as well as compliance with Office for Domestic Preparedness Performance (Level B) Level training standards, National Fire Protection Association training standards associated with competencies for the emergency responder at the Technician Level (NFPA 472, Chapter 4) and applicable U.S. Department of Transportation (DOT), Environmental Protection Agency (EPA), Occupational Safety and Health Administration (OSHA), and other appropriate state and local requirements.

RESPONSE LEVEL - 4 (WMD ADVANCED OPERATIONS AND TECHNICIAN CAPABILITY LEVEL)

This level can generally be defined as having an “advanced WMD operations and equipment capability to respond to a WMD incident.” Emergency responders at this level have met or surpassed the requirements associated with the requirements for Response Levels One, Two, and Three, and will meet or exceed all emergency response operational, training, and equipment requirements for their jurisdiction to respond to or support the response to a WMD incident. The jurisdiction would have the capability to operate unhindered, without planning, organizational, training, or equipment shortfalls in any number of environments affected by WMD material release.

WMD RESPONSE LEVELS BY DISCIPLINE

LAW ENFORCEMENT

Level - 0

- No training and equipment to react at any level to a WMD incident.

Level - 1

- Able to respond and provide support for an emergency involving a WMD incident.
- Able to recognize the presence of a potential WMD incident.
- Able to take self-protection measures, secure the area, and call for appropriate help from trained personnel.

Level - 2

- Able to respond to releases or potential releases of WMD materials as part of the initial response to the incident or support of this response for the purpose of protecting nearby persons, the environment, or property from the effects of the release.
- Able to respond in a defensive fashion to control the incident from a safe distance and keep it from spreading.
- Possesses general knowledge of biological, nuclear/radiological, and chemical agents.
- Able to utilize limited personal protective equipment and basic detection equipment.
- Able to provide rescue and evacuation, basic life support functions, and provide emergency decontamination.
- Know the Incident Command System and be able to follow Unified Command System procedures for the integration and implementation of each system. Know how the systems integrate and support the incident. Be familiar with the overall operation of the two command systems and be able to assist in implementation of the Unified Command System if needed.

Level - 3



Note

This level can only be achieved if the jurisdiction has a technician-level certified HazMat Team.

- Able to respond to releases or potential releases of WMD materials as part of the initial response to the incident or support this response for the purpose of reducing or eliminating the source or effects of the WMD materials.
- Trained and equipped to operate in a fully encapsulated environment in the hot zone to detect and neutralize a hazardous material.
- Know and follow Incident Command System and Unified Command System procedures and steps required for implementation of each system. Understand how the two systems are to work together.

Level - 4

- Met or surpassed the requirements for Response Levels One, Two, and Three.
- Meets or exceeds all emergency response operational, training, and equipment requirements for their jurisdiction to respond to or support the response to a WMD incident.
- Know and follow department protocols for medical monitoring of response personnel involved with or working at WMD and hazardous material incidents.
- Possess the capability to operate unhindered, without planning, organizational, training, or equipment shortfalls in any number of environments affected by WMD material release.
- Know Incident Command System and the Unified Command System's procedures and the steps required for implementation of each system. Understand how the systems are integrated and implemented to work together and what information the on-scene manager needs from the law enforcement manager. Be familiar with the full range of incident command functions, and be able to fulfill any functions related to law enforcement operations.

EMERGENCY MEDICAL SERVICES

Level - 0

- No training and equipment to react at any level to a WMD incident.

Level - 1

- Able to respond and provide support for an emergency involving a WMD incident.
- Able to recognize the presence of a potential WMD incident.
- Able to take self-protection measures, secure the area, and call for appropriate help from trained personnel.

Level - 2

- Able to respond to releases or potential releases of WMD materials as part of the initial response to the incident or support of this response for the purpose of protecting nearby persons, the environment, or property from the effects of the release.
- Able to respond in a defensive fashion to control the incident from a safe distance and keep it from spreading.
- Possesses general knowledge of biological, nuclear/radiological, and chemical agents.
- Able to utilize limited personal protective equipment and basic detection equipment.
- Able to provide rescue, evacuation, and basic life support functions.
- Receives patients extracted from the hot zone who have been decontaminated and can provide emergency decontamination, if required.
- Know the Incident Command System and be able to follow Unified Command System procedures for the integration and implementation of each system. Know how the systems integrate and support the incident. Be familiar with the overall operation of the two command systems and be able to assist in implementation of the Unified Command System if needed.

Level - 3



Note

This level can only be achieved if the jurisdiction has a technician-level certified HazMat Team.

- Able to respond to releases or potential releases of WMD materials as part of the initial response to the incident or support this response for the purpose of extraction of victims during response to releases of CBRNE for care and/or gross decontamination.
- Trained and equipped to operate in a fully encapsulated environment in the hot zone to detect and neutralize a hazardous material.
- Know and follow Incident Command System and Unified Command System procedures and steps required for implementation of each system. Understand how the two systems are to work together.

Level - 4

- Met or surpassed the requirements for Response Levels One, Two, and Three.
- Meets or exceeds all emergency response operational, training, and equipment requirements for their jurisdiction to respond to or support the response to a WMD incident.
- Know and follow protocols to provide emergency medical treatment to persons involved in a potential or actual WMD incident.
- Understand the special hazards to humans from WMD agents and hazardous materials.
- Know the plans and assets available for transporting the victims of WMD and hazardous materials incidents to more advanced medical care at hospitals and similar facilities. Be familiar with the department emergency plan criteria for transporting victims to more advanced medical care facilities.
- Know and follow department protocols for medical monitoring of response personnel involved or working with WMD and hazardous material incidents.
- Possess the capability to operate unhindered, without planning, organizational, training, or equipment shortfalls in any number of environments affected by WMD material release.
- Know and follow Incident Command System and Unified Command System procedures and requirements for implementing each system. Understand how the systems are implemented and integrated. Know what information the on-scene incident commander will need from the EMS manager.

EMERGENCY MANAGEMENT AGENCY

Level - 0

- No training and equipment to react at any level to a WMD incident.

Level - 1

- Able to respond and provide support for an emergency involving a WMD incident.
- Able to recognize the presence of a potential WMD incident.
- Able to take self-protection measures as well as protective measures for the public and for emergency responders, secure the area, and call for appropriate help from trained personnel.
- Know and follow procedures for protecting a potential crime scene.
- Know and follow Incident Command System and Unified Command System procedures and requirements for implementing each system. Understand how the systems are implemented and integrated. Recognize when it is appropriate for the Unified Command System to evolve from the Incident Command System. Know what information the on-scene incident commander will need from the emergency management agency emergency operations center. Be familiar with the full range of coordinating activities and duties of the emergency management agency and all incident command functions. Assist those persons who will be fulfilling functions related to the emergency operations plan.
- Know how to develop an Incident Action Plan and identify assets available for controlling WMD and hazardous materials incidents. Coordinate these activities with the on-scene incident commander. Be familiar with steps to take to assist in planning operational goals and objectives that are to be followed on site in cooperation with the on-scene incident commander.
- Know how to interface with and integrate requisite emergency support services and resources among the Emergency Operations Center management and the incident or unified command on-scene incident management team. Be familiar with the coordination functions and procedures that are to be conducted by and with the Emergency Operations Center in support of on-scene emergency response activities.

Level - 2

Not Applicable

Level - 3

Not Applicable

Level - 4

Not applicable

FIRE SERVICE

Level - 0

- No training and equipment to react at any level to a WMD incident.

Level - 1

- Able to respond and provide support for an emergency involving a WMD incident.
- Able to recognize the presence of a potential WMD incident.
- Able to take self-protection measures, secure the area, and call for appropriate help from trained personnel.
- Know procedures for protecting a potential crime scene.

Level - 2

- Able to respond to releases or potential releases of WMD materials as part of the initial response to the incident or support of this response for the purpose of protecting nearby persons, the environment, or property from the effects of the release.
- Able to respond in a defensive fashion to control the incident from a safe distance and keep it from spreading.
- Possesses general knowledge of biological, nuclear/radiological, and chemical agents.
- Able to utilize limited personal protective equipment and basic detection equipment.
- Able to provide rescue and evacuation, basic life support functions, and provide emergency decontamination.
- Know the Incident Command System and be able to follow Unified Command System procedures for the integration and implementation of each system. Know how the systems integrate and support the incident. Be familiar with the overall operation of the two command systems and be able to assist in implementation of the Unified Command System if needed.

Level - 3



Note

This level can only be achieved if the jurisdiction has a technician-level certified HazMat Team.

- Able to respond to releases or potential releases of WMD materials as part of the initial response to the incident or support this response for the purpose of reducing or eliminating the source or effects of the WMD materials.
- Trained and equipped to operate in a fully encapsulated environment in the hot zone to detect and neutralize a hazardous material.
- Know and follow Incident Command System and Unified Command System procedures and steps required for implementation of each system. Understand how the two systems are to work together.

Level - 4

- Met or surpassed the requirements for Response Levels One, Two, and Three.
- Meets or exceeds all emergency response operational, training, and equipment requirements for their jurisdiction to respond to or support the response to a WMD incident.
- Know protocols to secure, mitigate, and remove hazardous agents or materials that may be WMD agents or materials.
- Know and follow department protocols for medical monitoring of response personnel involved with or working at WMD and hazardous material incidents.
- Possess the capability to operate unhindered, without planning, organizational, training, or equipment shortfalls in any number of environments affected by WMD material release.
- Know Incident Command System and the Unified Command System's procedures and the steps required for implementation of each system. Understand how the systems are integrated and implemented to work together and what information the on-scene manager needs from the fire department manager. Be familiar with the full range of incident command functions, and be able to fulfill any functions related to fire department operations.
- Understand development of the Incident Action Plan and know assets available for controlling WMD and hazardous materials incidents, in coordination with the on-scene incident commander. In collaboration with the on-scene incident commander, be able to assist in planning and in determining operational goals and objectives to bring the incident to a successful conclusion.

HAZARDOUS MATERIALS PERSONNEL

Level - 0

- Not Applicable

Level - 1

- The designation of HazMat indicates that Awareness Level training has already been completed.

Level - 2

- The designation of HazMat indicates that Performance Level (defensive) training has already been completed.

Level - 3



Note

This level can only be achieved if the jurisdiction has a technician-level certified HazMat Team.

- Able to respond to releases or potential releases of WMD materials as part of the initial response to the incident or support this response for the purpose of reducing or eliminating the source or effects of the WMD materials.
- Trained and equipped to operate in a fully encapsulated environment in the hot zone to detect and neutralize a hazardous material.
- Know the Incident Command System and be able to follow Unified Command System procedures for integration and implementation of each system. Know how the systems integrate and support the incident. Be familiar with the overall operation of the two command systems and be able to assist in implementation of the Unified Command System if needed.

Level - 4

- Met or surpassed the requirements for Response Levels One, Two, and Three.
- Meets or exceeds all emergency response operational, training, and equipment requirements for their jurisdiction to respond to or support the response to a WMD incident.
- Know protocols to secure, mitigate, and remove hazardous agents or materials that may be WMD agents or materials.
- Know and follow department protocols for medical monitoring of response personnel involved with or working onsite at WMD and hazardous material incidents, including response team members involved with or working within the hot and warm control zones or personnel involved in onsite decontamination.
- Know and follow protocols and procedures to secure, mitigate, and remove hazardous materials or potential WMD agents.
- Possess the capability to operate unhindered, without planning, organizational, training, or equipment shortfalls in any number of environments affected by WMD material release.

- Know and follow Incident Command System and Unified Command System procedures and requirements for implementing each system. Understand how the systems are implemented and integrated. Know what information the on-scene incident commander will need from the HazMat team manager. Be familiar with the full range of incident command functions and be able to fulfill any function pertaining to HazMat team operations.
- Know how to develop an incident action plan. Coordinate with the on-scene incident commander assets available for controlling WMD and hazardous materials incidents.

PUBLIC WORKS

Level - 0

- No training and equipment to react at any level to a WMD incident.

Level - 1

- Able to respond and provide support for an emergency involving a WMD incident.
- Able to recognize the presence of a potential WMD incident.
- Able to take self-protection measures, secure the area, and call for appropriate help from trained personnel.
- Know procedures for protecting a potential crime scene.

Level - 2

- Able to respond to releases or potential releases of WMD materials as part of the initial response to the incident or support of this response for the purpose of protecting nearby persons, the environment, or property from the effects of the release.
- Able to respond in a defensive fashion to control the incident from a safe distance and keep it from spreading.
- Possesses general knowledge of biological, nuclear/radiological, and chemical agents.
- Able to utilize limited personal protective equipment and basic detection equipment.
- Able to provide rescue and evacuation, basic life support functions, and provide emergency decontamination.
- Know and follow procedures for protecting a potential crime scene.
- Know and follow Incident Command System and Unified Command System procedures and requirements for implementing each system. Understand how the systems are implemented and integrated. Know what information the on-scene incident commander will need from the public works supervisor or manager. Be familiar with the full range of coordinating activities and duties of the public works agencies. Understand the Incident Command System and the Unified Command System.
- Know how to develop appropriate plans for actions to be taken by the public works agency when a WMD and hazardous materials incident occurs. Know how to coordinate plans with the on-scene incident commander. Know what steps to take to assist in planning operational goals and objectives that are to be followed on site in cooperation with the on-scene incident commander in bringing the incident to a successful conclusion.
- Know how to interface and integrate emergency support services and resources that will be needed (or are needed) among the Emergency Operations Center, the on-scene incident management team, and public works facilities and agencies. Be familiar with the coordination functions and procedures that are to be conducted by public works with the Emergency Operations Center to support on-scene emergency response activities.

Level - 3

Not applicable

Level - 4

Not applicable

GOVERNMENTAL ADMINISTRATIVE

Level - 0

- Unable to recognize roles or responsibilities of governmental administrative personnel or coordinate response to WMD incident.

Level - 1

- Able to respond and provide support for an emergency involving a WMD incident.
- Able to recognize the presence of a potential WMD incident.
- Able to take self-protection measures, secure the area, and call for appropriate help from trained personnel.
- Support any protective measures required for the public and for emergency responders to WMD incidents.
- Know procedures for protecting a potential crime scene.
- Supports the activation of the emergency operations center and receives updates based on shared information between all agencies.
- Supports coordination efforts to evacuate or shelter-in-place those populations affected by incident.
- Supports the initiation of public warnings, mutual aid activation efforts if required, and understands role and responsibilities during incident.
- Coordinates with EMA to design and execute continuity of government as needed during a WMD and hazardous materials incident.
- Be familiar with the Incident Command System and Unified Command System procedures and requirements for implementing each system. Be familiar with the information the on-scene incident commander will need from the emergency management agency emergency operations center. Support the coordinating activities and duties of the emergency management agency and all incident command functions. Be familiar with general functions related to the emergency operations plan.
- Provide support for the development of an Incident Action Plan and ensure asset availability for the response and mitigation of WMD and hazardous materials incidents. Support coordination efforts during the incident with the on-scene incident commander.
- Be familiar with needs required to interface with and integrate requisite emergency support services and resources among the Emergency Operations Center management and the incident or unified command on-scene incident management team. Support the coordination functions and procedures that are to be conducted by and with the Emergency Operations Center in support of on-scene emergency response activities.

Level - 2

Not applicable

Level - 3

Not applicable

Level - 4

Not applicable

PUBLIC SAFETY COMMUNICATIONS

Level - 0

- Unable to serve as conduit for centralized communication efforts required during response to a WMD incident.

Level - 1

- Able to notify proper personnel for response based upon recognition of possible WMD incident gained from calls for service, dispatch patterns, and signs/symptoms received from the scene.
- Able to advise responders of self-protection measures, help with coordination efforts to secure the area, and facilitate calls for appropriate help from trained personnel.
- Supports responder communication requirements needed to contain the incident from a safe distance.
- Support communication requirements needed to keep the WMD incident from spreading.
- Understand the procedures for protecting a potential crime scene.
- Coordinate with other agencies to ensure radio interoperability.
- Assists with the activation of the emergency operations center and provides updates received regarding shared information between all agencies.
- Supports communication efforts to evacuate or shelter-in-place those populations affected by incident.
- Facilitates the initiation of public warnings, mutual aid activation efforts if required, and understands role and responsibilities during incident.
- Be familiar with needs required to interface with and integrate requisite emergency support services and resources among the Emergency Operations Center management and the incident or unified command on-scene incident management team. Support the coordination functions and procedures that are to be conducted by and with the Emergency Operations Center in support of on-scene emergency response activities.

Level - 2

Not applicable

Level - 3

Not applicable

Level - 4

Not applicable

HEALTH CARE

Level - 0

- No training and equipment to react at any level to a WMD incident.

Level - 1

- Able to provide support for an emergency involving a WMD incident.
- Able to recognize the presence of a potential WMD incident.
- Able to take self-protection measures as well as protective measures for the public and for emergency responders, secure the area, and call for appropriate help from trained personnel.
- Know and follow procedures for protecting a potential crime scene.
- Support notification of increased patient load by emergency responders.
- Understand the need to help preserve evidence and be familiar with procedures required for protecting a potential crime scene.
- Know and follow agency/organization's scene/site security and control procedures for WMD incidents.
- Coordinate with HazMat personnel for gross/technical decontamination of self-transported victims due to releases or potential releases of WMD materials.

Level - 2

- Able to respond to releases or potential releases of WMD materials as part of the initial response to the incident or support of this response for the purpose of protecting nearby persons, the environment, or property from the effects of the release.
- Able to respond in a defensive fashion to control the incident from a safe distance and keep it from spreading.
- Possesses general knowledge of biological, nuclear/radiological, and chemical agents.
- Able to utilize limited personal protective equipment and basic detection equipment.
- Able to provide rescue, evacuation, basic life support functions.
- Know and follow procedures for working in a contaminated area for the purposes of performing decontamination efforts on self transported patients.
- Know the Incident Command System and be able to follow Unified Command System procedures for the integration and implementation of each system. Know how the systems integrate and support the incident. Be familiar with the overall operation of the two command systems and be able to assist in implementation of the Unified Command System if needed.
- Know how to develop an Incident Action Plan and identify assets available for controlling WMD and hazardous materials incidents. Coordinate these activities with the on-scene incident commander. Be familiar with steps to take to assist in planning operational goals and objectives that are to be followed on site in cooperation with the on-scene incident commander.

- Know how to interface with and integrate requisite emergency support services and resources among the Emergency Operations Center management and the incident or unified command on-scene incident management team. Be familiar with the coordination functions and procedures that are to be conducted by and with the Emergency Operations Center in support of on-scene emergency response activities.

Level - 3

Not applicable

Level - 4

Not applicable

PUBLIC HEALTH

Level - 0

- No training and equipment to react at any level to a WMD incident.

Level - 1

- Able to provide support for an emergency involving a WMD incident.
- Able to recognize the presence of a potential WMD incident.
- Able to take self-protection measures as well as protective measures for the public and for emergency responders, secure the area, and call for appropriate help from trained personnel.
- Understand the need to help preserve evidence and be familiar with procedures required for protecting a potential crime scene.
- Support the need for increased assessment and treatment recommendation requests made by hospitals and clinicians in the community.
- Coordinate recommendation efforts concerning the need for mass medications, immunizations, lab analysis, isolation, containment, quarantine of victims, and on-going epidemiological investigations, due to releases or potential releases of a WMD material.

Level - 2

- Able to respond to releases or potential releases of WMD materials as part of the initial response to the incident or support of this response for the purpose of protecting nearby persons, the environment, or property from the effects of the release.
- Able to respond in a defensive fashion to control the incident from a safe distance and keep it from spreading.
- Possesses general knowledge of biological, nuclear/radiological, and chemical agents.
- Able to utilize limited personal protective equipment and basic detection equipment.
- Able to provide rescue, evacuation, basic life support functions and emergency decontamination.
- Know and follow procedures for working in a contaminated area for the purposes of performing assessments, lab analysis, and conducting epidemiological investigations.
- Know the Incident Command System and be able to follow Unified Command System procedures for the integration and implementation of each system. Know how the systems integrate and support the incident. Be familiar with the overall operation of the two command systems and be able to assist in implementation of the Unified Command System if needed.
- Know how to develop an Incident Action Plan and identify assets available for controlling WMD and hazardous materials incidents. Coordinate these activities with the on-scene incident commander. Be familiar with steps to take to assist in planning operational goals and objectives that are to be followed on site in cooperation with the on-scene incident commander.

- Know how to interface with and integrate requisite emergency support services and resources among the Emergency Operations Center management and the incident or unified command on-scene incident management team. Be familiar with the coordination functions and procedures that are to be conducted by and with the Emergency Operations Center in support of on-scene emergency response activities.

Level - 3

Not applicable

Level - 4

Not applicable

AGRICULTURAL WMD RESPONSE LEVELS FOR RESPONDER PERSONNEL

This supports the material found in Section 7: “Determine Agricultural Response Levels for Responders” on page 96 of the Jurisdiction Handbook

Level - 0

- No planning, organization, equipment, training, or exercises to react to an agricultural WMD terrorism incident.

Level - 1

- Able to respond and provide support for lead agencies/department response during an emergency involving an agricultural WMD terrorism incident.
- Able to recognize the presence of a potential agricultural terrorism incident.
- Able to take self-protection measures, secure the area, and call for assistance from lead agency/department response.

Level - 2

- Met requirements for Response Level 1
- Able to respond to an agricultural WMD terrorism incident as part of the initial response or in support of this response for the purpose of protecting nearby persons, animals, crops/plants, the environment, or property from the effects of the incident.
- Able to respond in a defensive manner to the agricultural WMD terrorism incident and help to keep it from spreading.
- Possess general knowledge of agricultural WMD agents.
- Able to utilize appropriate personal protective equipment and basic methods of detection.
- Able to provide basic life support functions and provide emergency decontamination.
- Know the Incident Command System and be able to use Unified Command for the integration and implementation of an appropriate response. Know how each required support function integrates and supports the incident. Be familiar with the overall operation of Single and Unified Command and be able to assist in implementation of Unified Command if needed.

Level - 3



Note

This level can be attained only if the jurisdiction has certified agricultural response teams.

- Met requirements for Response Levels 1 and 2.

- Able to respond to an agricultural WMD terrorism incident or potential incident as part of the initial response or support to this response for the purpose of rendering or eliminating the sources of the incident effects.
- Trained and equipped to operate in the hot zone of the incident to detect and neutralize the WMD agents.
- Know and implement the Incident Command System using unified command procedures.

Level - 4

- Met requirements for Response Levels 1, 2, and 3.
- Meets or exceeds all emergency response planning, operational, equipment, training, and exercise requirements for their jurisdiction to respond to an agricultural WMD terrorism incident.
- Know and follow protocols for medical monitoring of all response personnel and potential affected personnel involved with or working at the location of an agricultural WMD terrorism incident.
- Possess the capability to operate unhindered, without planning, organizational, equipment, training, or exercise shortfalls in any environment affected by an agricultural WMD terrorism incident.
- Possess an organized, equipped, trained, and exercised incident command capability.

ODP STATE DOMESTIC PREPAREDNESS EQUIPMENT PROGRAM STANDARDIZED EQUIPMENT LIST

The ODP Authorized Equipment List (AEL) is denoted by an asterisk and includes price ranges.

Personal Protective Equipment (PPE)		Estimated Cost/Unit
PPE Equipment for use as appropriate with all protection levels		
*	Air-Line System with 15 minute escape SCBA	\$1,500-4,500/ each
*	Approved Chemical Resistant Tape	\$10-15/ roll
*	Chemical/Biological Protective Undergarment (fire resistant optional)	\$75-200/ each
*	Closed-Circuit Rebreather (minimum 2-hour supply preferred)	\$5,000-7,000/ each
*	Hardhat/Helmet	\$10-25/ each
*	HAZMAT gear bag/box	\$59-87/ each
*	Open-Circuit SCBA	2,000-5,000/ each
*	Personal Cooling System; Vest or Full Suit with support equipment needed for maintaining body core temperature within acceptable limits.	\$808-831/ each
	Vest	\$800-1,000/ each
	Full Suit	\$1,400-1,600/ each
*	SCBA Service Repair Kits	\$15-100/ each
*	Spare Cylinder for SCBA	\$500-2,000 each
*	Spare Cylinders/ Bottles for rebreathers	\$500-1,000/ each
*	Inner Gloves	\$10-50/ pair
Level A		
*	Chemical Resistant Boots, Steel or Fiberglass Toe and Shank (Level A)	\$65-100/ pair
*	Chemical Resistant Gloves, including thermal as appropriate to hazard (Level A)	\$30-100/ pair
*	Chemical Resistant Outer Booties (Level A)	\$5-20/ pair
*	Level A Fully Encapsulated Liquid and vapor Ensemble, reusable or disposable (tested and certified against CB threats)	\$800-2,000 / each
*	Level A Fully Encapsulated Training Suits	\$100-200/ each
*	Testing Equipment for fully encapsulated suits	\$1,000 -1,500/ each

Level B		
*	Chemical Resistant Boots, Steel or Fiberglass Toe and Shank (Level B)	\$5-20/ pair
*	Chemical Resistant Gloves, including thermal as appropriate to hazard (Level B)	\$30-100/ pair
*	Chemical Resistant Outer Booties (Level B)	\$59-87/ each
*	Liquid Splash Resistant Hood (Level B)	\$50-200/ each
*	Liquid Splash Resistant Chemical Clothing, encapsulated or non-encapsulated (Level B)	\$250-1,000/ each
Level C		
*	Tight-fitting, Full Face piece, Powered Air Purifying Respirator (PAPR) or PAPR with chemically resistant hood with appropriate cartridge(s) or canister(s) and high-efficiency filter(s) for protection against toxic industrial chemicals, particulates, and military specific agents.	\$400-600/ each
*	Chemical Resistant Boots, Steel or Fiberglass Toe and Shank (Level C)	\$65-71/ pair
*	Chemical Resistant Gloves, including thermal as appropriate to hazard (Level C)	\$30 -\$100/ pair
*	Chemical Resistant Outer Booties (Level C)	\$5-20/ pair
*	Liquid Chemical Splash Resistant Clothing (permeable or non-permeable) (Level C)	\$50-200/ each
*	Liquid Chemical Splash Resistant Hood (permeable or non-permeable) (Level C)	\$25-75/ each
*	Equipment or System Batteries including rechargeable (e.g. NiCad) or non-rechargeable with extended shelf life (e.g. Lithium)	\$200-300/ each
*	Tight-fitting, Full Face piece, Negative Pressure Air Purifying Respirator with the appropriate cartridge(s) or canister(s) and P100 filter(s) for protection against toxic industrial chemicals, particulates, and military specific agents.	\$400-600/ each
Level D		
*	Escape mask for self-rescue	\$14-200/ each

Operational Equipment		Estimated Cost/Unit
CBRNE Reference Materials		
	Personal Protective Equipment Selection Guide	\$50-200/ each
	CHRIS Manual	\$80-100/ each
*	2000 North American Emergency Response Guidebook, U.S. Department of Transportation	\$9-12/ each
	Emergency Medical Response to Hazardous Materials	\$32-66/ each
	Terrorism Handbook for Operational Responders, Delmar Publishing	\$16-18/ each
	Hazardous Materials Field Guide, Delmar Publishing	\$24-32/ each
	Hazardous Materials Chemistry, Delmar Publishing	\$49-73/ each
	Jane's Facility Security Handbook	\$23-30/ each
	Guide for Industrial Chemicals, National Institute of Safety and Health	\$50-150/ each
	Merck Index	\$50-70/ each
	Emergency Handling of Hazardous Materials in Surface Transportation, Association of American Railroads	\$25-75/ each
	Farm Chemicals Handbook, Meister Publishing	\$70-90/ each
	First Responder's Guide to Agriculture Chemicals Accidents, Foden-Weddell	\$100-125/ each
	NIOSH Pocket Guide to Chemical Hazards	\$7.50-13.50/ each
	GATX Tank Car Manual, GATX	\$45-100/ each
	Hawley's Condensed Chemical Dictionary, Sax & Lewis	\$125-150/ each
	Sittig's Handbook of Toxic and Hazardous Chemicals and Carcinogens	\$150-500/ each
	TLVs and BEI's Guidebook, ACGIH	\$125-200/ each
	Quick Selection Guide to Chemical Protective Clothing	\$35-40/ each
	Matheson Gas Data Book, Matheson	\$95-150/ each
	Effects of Exposure to Toxic Gases, First Aid and Medical Treatment, Matheson	\$55-100/ each

	Hazardous Material Injuries, Stutz	\$50-100/ each
	Emergency Care for Hazardous Materials Exposure, Bronstein	\$25-35/ each
	Clinical Toxicology of Commercial Products	\$80-90/ each
	Joint Information Center (JIC) Manual	\$40-75/ each
	Household Chemicals and Emergency First Aid	\$100-150/ each
	Gardner's Chemical Synonyms and Trade Names	\$125-140/ each
	Gloves Plus	\$285-325/ each
	Medical Management of Biological Casualties Handbook	\$6-10/ each
	Medical Management of Chemical Casualties Handbook	\$6-10/ each
	Medical Management of Radiological Casualties Handbook	\$6-10/ each
*	Jane's Chemical/Biological Handbook	\$10-20/ each
	Tempest CB-FRG (Chem-Bio) First Responder Guidebook	\$10-20/ each
	Tempest Chem-Bio Frequently Asked Questions (CB-FAQ)	\$10-20/ each
	Tomes Plus	\$45-75/ each
	Transport of Radiological Materials: Q&A About Incident	\$75-125/ each
	International Edition, Symbol Seeker, Hazardous Identification	\$45-75/ each
	Management of Chemical Warfare Casualties, Sidell	\$6-10/ each
*	NFPA Guide to Hazardous Materials	unable to determine
*	NIOSH Hazardous Materials Pocket Guide	unable to determine
*	First Responder Job Aids	unable to determine
Equipment		
	Green Line/Red Line Battery activated marking system or appropriate substitute	\$10-20/ each
	Boundary Marking Tape: YELLOW-Caution, RED-Danger, Incident specific (i.e. radiological, biological, chemical)	\$10-20/ each

	Equipment or System Batteries will include those that are rechargeable with extended shelf life or non-rechargeable with extended shelf life	\$60-200/ each
	Restricted Access and Caution Warning Signs	\$40-50/ each
	Trauma-type First Aid Kit	\$150-250/ each
	Emergency Eye Wash	\$150-200/ each
	Timer or Stopwatch	\$20-25/ each
	Safety Harness with 150' dry line retrieval ropes 12.7 mm	\$50-70/ each
	Locking Carabineers	\$10-20/ each
	ABC Fire Extinguisher	\$10-20/ each
	Class D Fire Extinguisher	\$300-500/ each
	Hand Lights, explosive-proof	\$100-200/ each
	Air Compressors suitable for refilling self-contained breathing apparatus (SCBA or operator air-supplied respirators)	\$75-300/ each
	Generator	\$450-3,000/ each
	Electric Cord Reels	\$200-300/ each
	Copper Grounding Rods, 3/4" x 6' (minimum length) with slide	\$25-200/ each
	Grounding Cables, point-type clamps on both ends, 1/2" steel (uninsulated) 50' minimum	\$25-200/ each
	Multi-Meter, electrical, intrinsically safe	\$1,800-4,000/ each
	Mask Leak/Fit Tester	\$8,000-30,000/ each
	Backless Stools	\$70-130/ each
	Ground Resistance Tester	\$200-1,900/ each
	Traffic Safety Vests	\$15-25/ each
	Coveralls (Nomex or Tyvek optional)	\$20-100/ each
	Explosive-proof Exhaust Fans	\$75-300/ each

	Megaphone/Public Address System	\$120-160/ each
	Rapid Deployment Hardwall or Softwall shelter systems and Control, Triage, etc.	\$2,000-18,000/ each
	Environmental Control System for Shelter Systems	\$1,600-3,000/ each
	Collective Protective Systems for Shelters	\$200-700/ each
	Litter Decontamination Mass Casualty	\$200-700/ each
	Field Cart	\$75-200/ each
	Commercial Vehicles with Run-Flat tires: Vans, SUVs and Trucks for personnel transportation and equipment movement	\$20,000-75,000/ each
	Mobile WMD Command Center	\$80,000-100,000/ each
	General Purpose Freezer/Refrigerator	\$100-300/ each
	Helmet Mounted Lighting System	\$5-15/ each
	Portable Area Illumination	\$30-100/ box
	Water Trailers/Source (potable and nonpotable)	\$5,000-10,000/ each
	Heat Stress Monitor (ambient and personal)	\$2,000-3,000/ each
	Hazardous Material Shipping Containers	\$10-100/ each
	Vehicle and Equipment Maintenance Packages	Too broad to determine
	Housing, Subsistence and Sanitation (Field Support) for Forces	Too broad to determine
	Overpacks	\$100-500/ each
	Miscellaneous Non-sparking Tool Kit, to include bung and spanner wrenches	\$100-500/ each
	Chemical Leak Control Kits	\$50-100/ each
	Portable Air Cylinder Carts	\$100-500/ each
	Equipment Bags	\$50-200/ each
	Modular Back Packs	\$50-200/ each
	Duty Gear and Modular Load Bearing Systems/Operational	\$100-125/ each

	Handheld Illumination	\$100-200/ each
	Medical Casualty Bags, CDC Standard	\$50-100/ each
	Optics: Thermal Imaging and/or Light Amplification	\$11,000-13,000/ each
	Individual Sleeping Systems: Bags and Bivys	\$100-500/ each
	Storage Containers	\$5-30/ each
	Evidence Bags	\$5-20/ each
	Lock Out /Tag Out Systems	\$170-350/ each
	Binoculars	\$20-500/ each
	Capture and Containment System	\$100-1,000/ each
	Tactical Body Armor	\$1,000-3,000/ each
	Operation Area Personnel Tracking and Accountability System	\$1,000-3,000/ each
	Access Control and Badge System	\$1,000-3,000/ each

Explosive Device Mitigation and Remediation		Estimated Cost/Unit
	Additional cylinders for RPS	\$500 - \$2,000/ each
	Adhesive Tape	\$10 - \$30 each
	Air Purifying Respirators (APR) with Chem/bio filters	\$200 - \$400/ each
*	Ballistic Threat Body Armor (not for riot suppression)	\$8,000-12,000/ each
*	Ballistic Threat Helmet (not for riot suppression)	\$2,000 - \$4,000/ each
	Battery Operated Tools	\$50 - \$100/ each
	Battery Tester	\$50 - \$75/ each
*	Blast and Ballistic Threat Eye Protection (not for riot suppression)	\$20 - \$30/ each
*	Blast and Overpressure Threat Ear Protection (not for riot suppression)	\$40 - \$60/ each
*	Bomb Search Protective Ensemble for Chemical/Biological Response	\$12,000-18,000/ each
*	Chemical/Biological Protective Undergarment for Bomb Search Protective Ensemble	\$100-200/ each
*	Cooling Garments to manage heat stress	\$300-500/ each
*	Dearmer/Disrupter	\$3,000-4,000/ pair
	Drill Bits	\$100 - \$200/ each
	Electric Hand Tools	\$400 - \$600/ each
	Electric Stethoscope, Stethoscope	\$800 - \$1,000/ each
	End Cap Remover	\$200 - \$400/ each
	Explosive Tools (including but not limited to boothanger, shape charges, MWB disrupters, etc.)	\$1,500 - \$2,000/ each
	Explosive-Proof Flashlight	\$25 - \$75/ each
	Extra Cassettes for X-Ray	\$200 - \$400/ each

Explosive Device Mitigation and Remediation		Estimated Cost/Unit
	Extra X-Ray Intensifying Plates	\$100 - \$200/ each
*	Fiber Optic Kit (inspection or viewing)	\$20,000-30,000/ kit
*	Fire Resistant Gloves	\$40-60/ pair
	First Aid Kit	\$50 - \$75 each
	Grappling and Treble Hooks	\$2,000 - \$3,000 each
	Hand Tools	\$150 - \$300 each
	Handsaws	\$90 - \$110 each
*	Inspection Mirrors	unable to determine
*	Ion Track Explosive Detector	unable to determine
	Metal Detector	\$3,000 - \$17,000
	Mirrors	\$40 - \$60 each
	Multi-Tester	\$300 - \$400
	Night Vision Glasses/Goggles	\$3,000 - \$5,000
	Non-conductive Probes	\$40 - \$60
	Non-Sparking Tool Kit	\$100 - \$500
	Pipe Bomb Disabling Tool	\$2,500 - \$3,000
	Pneumatic Tools	\$800 - \$1,000
	Portable Explosive Magazines	\$1400 - \$33,000
	Portable Generator	\$130 - \$3,000
*	Portable X-Ray Unit	\$6,000-12,000/ each
	Post Blast Investigation Equipment	unable to determine
*	Real Time X-Ray Unit	\$20,000-30,000/ each

Explosive Device Mitigation and Remediation		Estimated Cost/Unit
	Remote Opening Tools	\$4,400 - \$8,000/ each
	Respiratory Protective Equipment with individual face piece	\$50 - \$70/ each
	Rigging and Rope Equipment	\$200 - \$1,000/ each
*	Robot	\$100,000-150,000/ each
*	Robot Upgrades	\$20,000-30,000/ each
	Scalpels and Knives with Additional Blades	\$50 - \$70/ each
	Shovels, Rakes and Sifting Tools	\$100 - \$300/ each
*	Tents (standard or air inflatable) for chemical/biological protection	\$6,000-8,000/each
	Various Pulleys and Clamps	\$5 - \$100/ each
*	CBRNE Compatible Total Containment Vessel (TCV)	\$250,000-500,000/ each
*	CBRNE Upgrades for existing TCV	\$90,000-110,000/ each

CBRNE Search & Rescue Equipment		Estimated Cost/Unit
*	Breaking devices (including spreaders, saws, and hammers)	10,000-20,000/ each
*	Lifting devices (including air bag systems and hydraulic rams, jacks, ropes and block and tackle)	12,000-15,000/ each
*	Listening Devices	\$20,000-50,000/ each
*	Search cameras (including thermal and infrared imaging)	\$10,000-20,000/ each
*	Hydraulic tools; hydraulic power unit	unable to determine
*	Listening devices; hearing protection	unable to determine
*	Evacuation chairs (for evacuation of disabled personnel)	unable to determine
*	Ventilation fans	unable to determine

Interoperable Communications Equipment		Estimated Cost/Unit
	Bull Horn	\$60 - \$110/ each
*	Commercially available crisis management software	\$500-2,000/ each
*	Computer systems designed for use in an integrated system to assist with detection and communication efforts (must be linked with integrated software packages designed specifically for chemical and/or biological agent detection and communication purposes)	\$10,000-20,000/ each
	Digital Camera	\$350 - \$700/ each
	Hardwired Communications Link	\$50 - \$500/ each
*	Land Mobile, Two-Way In-Suit Communications (secure, hands-free, fully duplex, optional)	\$3,000-5,000/ each
	Laptop Computers with Modem, CD-ROM	\$1,500 - \$2,500/ each
	Multi-Channel Radios (Encrypted)	\$500 - \$5,000/each
*	Personnel Accountability Systems	\$190-300/ each
*	Personnel Alert Safety System (PASS) -- (location and physiological monitoring systems optional)	\$300-1,000/ each
	Portable FAX	\$115 - \$136/ each
	Portable Flat Bed Scanner	\$100 - \$400/each
	Portable Generators	\$130 - \$3,000/each
	Portable Global Positioning System (GPS)	\$500 - \$1,000/each
*	Portable Meteorological Station (monitors temperature, wind speed, wind direction, and barometric pressure at a minimum)	\$5,000-25,000/ each
	Portable Tape Recorder	\$10 - \$100/ each
	Public Alert/Notification	\$10M - \$15M/ each
*	Radio Interconnect System	\$25,000-30,000/ each
*	Satellite Phone	\$600 - \$2,500/ each
*	Multi-Unit Battery Chargers	\$25 - \$500/ each
*	Single Unit Battery Charger	\$25 - \$500/ each

Interoperable Communications Equipment		Estimated Cost/Unit
*	Battery Conditioning System	\$25 - \$500/ each
*	Spare Batteries for communication devices	\$60 - \$200/ each
*	Individual Portable Radio	\$2,500-3,500/ each
*	Portable Repeater	\$13,000-15,000/ each
*	Software Radio	\$0 - \$2,000/ each
	Uninterruptible Power Supply (UPS)	\$400 - \$1,200/ each
	Video Camera	\$500 - \$2,000/ each
	Video Tape Recorder	\$100 - \$250/ each
*	Antenna Systems	unable to determine
*	Computer-aided dispatch system	unable to determine
*	Mobile Display Terminals	unable to determine

Detection Equipment		Estimated Cost/Unit
Chemical		
	Chemical Agent Monitors	\$7,000 - \$9,000/ each
	Chemical Classifying Kits for unknown liquids, solids, and vapors	\$250 - \$2,500/ kit
	Chemical Field Test Kits	\$20 - \$30/ kit
*	Colorimetric tube/chip kit specific for TICs and CBRNE applications	\$1,100-3,200/ each
*	Flame Ionization Detector (FID)	\$6,850-20,000/ each
*	Gas Chromatograph/Mass Spectrometer (GC/MS)	\$16,975 - \$20,000/ each
*	Hazard Categorizing (HAZCAT) Kits	\$250-2,500/ kit
*	Ion mobility spectrometry	\$6,000-20,000/ each
*	Leak detectors (soap solution, ammonium hydroxide, etc.)	\$2-10/ each
*	M-18 Series chemical agent detector kit for surface/vapor chemical agent analysis	\$900-1,000/ kit
*	M-256 Detection Kit for chemical agent (weapons grade-blister: CX/HD/L blood: AC/CK; and nerve GB/VX detection)	\$182-400/ kit
*	M-256 Training Kit	\$286-410/ kit
*	M-272 chemical agent water test kit	\$200-300/ each
*	M-8 Detection Paper for chemical agent identification	\$225-350/ box
*	M-9 Detection Paper (roll) for chemical agent (military grade) detection	\$51-60/ roll
*	Multi-gas meter with minimum of O2 and LEL	\$1,875-4,000/ each
	Non-intrusive Detector for WMD and TICs	\$1,000 - \$4,000/ each
*	Oxidizing paper	\$10-20/ pack
	PCB Test Kits	Unable to Determine
*	Stand-off chemical detector	\$9,000-18,000/ each
	Pesticide Screening Kit	unable to determine

Detection Equipment		Estimated Cost/Unit
*	pH paper / pH meter	\$10-20/ each
*	Photo-Ionization Detector (PID)	\$4,000-7,000/ each
*	Protective cases for sensitive detection equipment storage and transport	unable to determine
*	Stand-off Chemical Detector	unable to determine
*	Surface Acoustic Wave Detector	\$6,000-20,000/ each
*	Waste water classifier	\$200-2,000/ each
Radiological/Nuclear		
*	Radiation detection equipment (electronic or other technology that detects alpha, beta or gamma, and high intensity gamma)	\$1,000-10,000/ each
*	Personal dosimeter	\$100-160/ each
*	Scintillation Fluid (radiological) pre-packaged 4L	\$30-50/ each
*	Radiation Monitors	\$3,000 - \$4,000/ each
	Radiation Pagers	\$2,000 - \$3,000/ each
Biological		
	Biological Agent Monitors	\$20 - \$30/ each
	Biological Field Test Kits	\$20 - \$30/ kit
	Laboratory Analysis – ELISA System	\$500 - \$600/ each
	Laboratory Analysis-PCR	\$80 - \$100/ each
*	Point detection systems/kits (immunoassay or other technology)	\$75-4,125/ kit
Explosive		
*	Canines (initial acquisition, initial operational capability only)	unable to determine
Support		
	Squirt Bottle	\$5 - \$20/ each
	Distilled Water	\$5 - \$10/ each
	Ammonia for chlorine detection	\$5 - \$10/ each

Detection Equipment		Estimated Cost/Unit
	Heat Sensor – Infrared	\$100 - \$1,000/ each
	Surface Thermometer	\$10 - \$100/ each
	Drum Thieves	\$25 - \$100/ each
	Grab Sampling Tubes	\$25 - \$100/ each
	Plastic or Brass Scoops and Trowels	\$10 - \$30/ each
	Sample Jars	\$3 - \$10/ each
	Glass or Plastic Pipettes with aspiration bulb	\$50 - \$100/ each
	Tweezers	\$2 - \$10/ each
	Containment Vessels	\$100 - \$1,000/ each
	Biological Automated perimeter sampling systems	\$7,000 - \$12,000/ each
	Biological Batch Sampling System	\$7,000 - \$12,000/ each
	Biological Continuous Sampling System	\$7,000 - \$12,000/ each
	Biological Portable air sampler	\$7,000 - \$12,000/ each
	Liquid Chemical Sampling/Evidence kits	\$250 - \$1,000/ kit
	Solid Chemical Sampling/Evidence kits	\$250 - \$1,000/ kit
	Air/Vapor Chemical Sampling/Evidence kits	\$250 - \$1,000/ kit

Decontamination Equipment		Estimated Cost/Unit
	5-gallon Buckets	\$10 - \$20/ each
	Backless Stools	\$70 - \$130/ each
	Boundary Marking System	\$10 - \$20/ each
	Brushes	\$10 - \$30/ each
	Casualty and Personal Property Tracking System	\$200 - \$1,000/ each
	Clothing Removal Devices (scissors, razor blades, etc.)	\$5 - \$15/ each
	Containment Basins – Vehicle and personnel-sized	Unable to Determine
	CW-hardened disposable Personal Property Bags	\$100 - \$150/ box
	Decontamination Corridor Ground Cover	\$50 - \$130/ each
	Decontamination Litters/roller systems	\$300 - \$500/ each
	Decontamination Applicator and available solutions for equipment	\$12,000 - \$20,000/ each
	Decontamination Applicator and available solutions for personnel	\$20 - \$100/ each
	Decontamination Trailer – Multi-water source and Prime Mover	\$7,000 - \$100,000/ each
	Disposable Modesty Clothing with footwear (adult and child sizes)	\$5 - \$10/ each
	Disposable Space Blankets	\$10 - \$25/ each
	Disposable Towels	\$5 - \$15/ each
	Drum Liners	\$10 - \$30/ each
	Equipment Decontamination kit	\$300 - \$500/ box
	Folding Tables	\$40 - \$50/ each
	Garden Hose with nozzles	\$10 - \$50/ each
	Hand-operated Diaphragm Pumps with hoses	\$4,000 - \$6,000/ each
	Patient Isolation Bags	\$50 - \$100/ each

Decontamination Equipment		Estimated Cost/Unit
	Personal Decontamination Packets or Kits	\$100 - \$150/ box
	Pressurized Sprayers	\$100 - \$500/ each
	Sponges	\$1 - \$5/ each
	Traffic Cones and Directional Signage in multiple languages or pictographs	\$100 - \$500/ each
	Transportation and Shipping Containers for contaminated clothing and equipment	\$10 - \$100/ each
Chemical		
*	Decontamination shower waste collection with intrinsically safe evacuation pumps	\$884-1124/ each
*	Decontamination system for individual and mass application with environmental controls, water heating systems, showers, lighting, and transportation (trailer),	\$20,000-300,000/ each
*	Decon litters/roller systems	\$300 - \$500/ each
*	Extraction litters (rollable)	\$300-500/ each
*	Hand Carts	unable to determine
*	Non-transparent cadaver bags (CDC standard)	\$75-100/ each
*	Overpack drums	\$100-500/ each
*	Run-off containment bladder(s)	\$500-800/ each
*	Spill containment devices	\$50-700/ each
*	Waste water classification kits/strips	unable to determine
Biological		
*	High Efficiency Particulate Air (HEPA) Vacuum for dry decontamination	\$3,000-3,200/ each

Physical Security Enhancement Equipment		Estimated Cost/Unit
Surveillance, Warning, Access/Intrusion Control		
Ground		
*	Alarm systems	\$1,000-500,000/ each
*	Barriers, fences, jersey walls	\$100-500/ each
*	Impact resistant doors and gates	\$300-5,000/ each
*	Vehicle identification: visual, electronic, acoustic, laser, radar	\$25,000-500,000/ each
*	Magnetometers	Unable to Determine
*	Motion detector systems: acoustic, infrared, seismic, magnetometers	\$25,000-500,000/ each
*	Personnel identification visual: electronic, acoustic, laser, scanners, ciphers/codes	\$1,000-500,000/ each
*	Portal systems	\$400,000-900,000/ each
*	Video Assessment/Cameras: standard low light, IR, automated detection	\$1,000-500,000/ each
*	X-Ray Units	\$7,000-75,000/ each
Waterfront (In addition to items under "Ground")		
*	Diver/Swimmer detection systems, sonar	\$500,000-1,000,000/ each
*	Hull scanning equipment	\$80,000-300,000/ each
*	Impact resistant doors and gates	\$300-5,000/ each
*	Portal systems	\$400,000-900,000/ each
*	Radar systems	\$13,000-75,000/ each
*	Video Assessment/Cameras: standard low light, IR, automated detection	\$1,000-500,000/ each
Sensors – Agent/Explosives Detection		
*	Biological: Active/Passive, Mobile/Fixed, Handheld	\$4,000-750,000/ each
*	Chemical: Active/Passive, Mobile/Fixed, Handheld	\$4,000-250,000/ each
*	Ground/Wall penetrating radar	\$20,000-100,000/ each

Physical Security Enhancement Equipment		Estimated Cost/Unit
*	Nuclear	\$5,000-20,000/ each
*	Radiological	\$1,000-10,000/ each
Inspection/Detection Systems		
*	Mobile search & inspection system--X-Ray	\$20,000-50,000/ each
*	Non-invasive radiological/chemical/biological explosives systems--pulsed neutron activation	\$12.5 million/ each
*	Vehicle & cargo inspection system--gamma ray	\$9,000-15,000/ each
Explosion Protection		
*	Blast/shock/impact resistant systems	\$1,000-250,000/ each
*	Column and surface wraps, breakage/shatter resistant glass, window wraps, robotic disarm/disable systems	\$1,000-200,000/ each
*	Protective clothing	\$8,000-12,000/ each
*	Robotic Disarm/Disable Systems	\$150,000 - \$200,000/ each

Terrorism Incident Prevention Equipment (Terrorism Early Warning, Prevention, and Deterrence Equipment and Technologies)		Estimated Cost/Unit
*	Data collection/information gathering software	unable to determine
*	Data synthesis software	unable to determine
*	Geographic Information System information technology and software	unable to determine
*	Law enforcement surveillance equipment	unable to determine

CBRNE Logistical Support Equipment		Estimated Cost/Unit
*	Equipment trailers	\$3,000-20,000/ each
*	Weather-tight containers for equipment storage	unable to determine
*	Software for equipment tracking and inventory	unable to determine
*	Handheld computers for Emergency Response applications	unable to determine
*	Small Hand tools	unable to determine

CBRNE Logistical Support Equipment		Estimated Cost/Unit
*	Binoculars, head lamps, range finders and spotting scopes (not for weapons use)	unable to determine
*	Small Generators to operate light sets, water pumps for decontamination sets	unable to determine
*	Light sets for nighttime operations/security	unable to determine
*	Electrical Current detectors	unable to determine
*	Equipment harnesses, belts, and vests	unable to determine
*	Isolation containers for suspected chemical/biological samples	unable to determine
*	Bull horns	unable to determine
*	Water pumps for decontamination systems	unable to determine
*	Bar code scanner/reader for equipment inventory control	unable to determine
*	Badging system equipment and supplies	unable to determine
*	Cascade system for refilling SCBA oxygen bottles	unable to determine
*	SCBA fit test equipment and software to conduct flow testing	unable to determine
*	Testing Equipment for fully encapsulated suits	unable to determine
*	Cooling/Heating/Ventilation Fans (personnel and decontamination tent use)	unable to determine
*	HAZMAT Gear Bag/Box	unable to determine

CBRNE Incident Response Vehicles		Estimated Cost/Unit
*	Mobile command post vehicles	unable to determine
*	Hazardous materials (HazMat) response vehicles	unable to determine
*	Bomb response vehicles	unable to determine
*	Prime movers for equipment trailers	unable to determine
*	2-wheel personal transport vehicles for transporting fully suited bomb technicians, Level A/B suited technicians to the Hot Zone	unable to determine
*	Multi-wheeled all terrain vehicles for transporting personnel and equipment to and from the Hot Zone	unable to determine

Medical Supplies and Pharmaceuticals		Estimated Cost/Unit
Medical Supplies		
*	21 ga ½" needles (for syringes)	\$1-2/ each
*	26 ga 1 ½" needles (for syringes)	\$1-2/ each
	Alcohol Prep Pads	\$5 - \$15/ box
*	Automatic biphasic external defibrillators	\$3,000-7,000/ each
	Bags, Biohazard	\$15 - \$40/ roll
	Bandage – Elastic (assorted sizes)	\$2 - \$10/ box
	Bandage, Triangular	\$1 - \$5/ each
	Bretylium Tosylate	\$5 - \$35/ each
	Brush, Betadine	\$2 - \$10/ each
	Betadine Applicators (Providone iodine)	\$5 - \$10/ box
	Biohazard Bag	\$15 - \$40/ roll
	Bite Block	\$5 - \$10/ box
*	Blood Pressure Cuffs	unable to determine
	Blood Pressure Set (infant, pediatric, and adult)	\$10 - \$20/ each
	Blood Pressure Set – Leg (adult)	\$15 - \$25/ each
*	Catheters (for airway)	unable to determine
	Charcoal, Activated	\$10 - \$20/ each
	Chest Tubes	\$15 - \$40/ each
*	CO ₂ Detection devices for O ₂ System	unable to determine
*	Eye lens for lavage or continuous medication	\$20-50/ each
*	Gauze, all sizes	\$30 - \$40/ box

Medical Supplies and Pharmaceuticals		Estimated Cost/Unit
Medical Supplies		
	Gloves – Latex (assorted sizes)	\$5 - \$15/ dozen
	Gloves – Sterile (non-latex, assorted sizes)	\$15 - \$25/ box
	Gowns – Isolation (Disposable)	\$5 - \$30/ each
	Heimlich Valve for Chest Tube	\$10 - \$25/ each
	Heparin Flush Kits (Buff Caps)	\$15 - \$30/ kit
	Heparin Lock adapter	\$1 - \$5/ each
*	IV administration sets (macro and micro)	\$5-20/ each
*	IV catheters (14, 16, 18, 20, and 22 gauge)	\$1-5/ each
*	IV catheters (butterfly 22, 24, and 26 gauge)	\$1-5/ each
	IV Extension Set	\$1 - \$5/ each
	IV Pressure Infusion Bag 1000cc (Disposable)	\$15 - \$35/ each
	IV Set – Butterfly	\$1 - \$5/ each
	Laryngoscope Blade (assorted sizes) – Miller and Macintosh	\$20 - \$75/ each
	Laryngoscope Handle	\$50 - \$200/ each
*	Manual biphasic defibrillators	\$3,000-7,000/ each
*	Morgan Eye Shields	unable to determine
*	Nasal Cannula	\$1 - \$10/ each
*	Nasogastric tubes	\$20-50/ each
	Nasopharyngeal Airway (assorted sizes)	\$5 - \$10/ each
	Nebulizer – Hand Held	\$10 - \$15/ each
	Needle (assorted gauges)	\$1 - \$5/ each
	Needle – Intraosseous	\$1 - \$5/ each

Medical Supplies and Pharmaceuticals		Estimated Cost/Unit
Medical Supplies		
	Obstetrical Kit	\$20 - \$30/ each
*	Oropharyngeal Airway (assorted sizes)	\$2.50-4/ each
	Otoscope/Ophthalmoscope	\$75 - \$300/ each
*	Oxygen "Y" Yoke	\$20 - \$75/ each
*	Oxygen Cylinder – "E", "M"	\$30 - \$100/ each
*	Oxygen Mask – Non-rebreather (adult, pediatric)	\$5 - \$15/ each
*	Oxygen Regulator – "E", "M"	\$100 - \$200/ each
*	Oxygen Tank Wrench	\$1 - \$10/ each
*	Oxygen Tubing – High Press (50" and 100", male/female connector)	\$20 - \$100/ each
	Pack – Thomas	\$50 - \$100/ each
*	Portable ventilators	\$20-1,000/ each
*	Pulmonary Fit Tester	unable to determine
	Pulse Oximeter with Soft Case	\$250 - \$1,000/ each
	Shears – Trauma/Medic	\$1 - \$10/ each
	Shield – Eye Irrigation Lens	\$10 - \$15/ each
	Splint – SAMM	\$25 - \$35/ each
*	Sterile and Non-Sterile dressings, all forms and sizes	unable to determine
*	Stethoscope	\$15 - \$50/ each
*	Suction Kit	\$60 - \$200/ each
*	Suction Unit – Battery Operated with Battery Charger and Batteries	\$200 - \$1,000/ each
	Surgical Mask with Eye Shield	\$10 - \$20/ each
	Suture Kit – 7" Needle Holder	\$30 - \$60/ each

Medical Supplies and Pharmaceuticals		Estimated Cost/Unit
Medical Supplies		
	Suture Kit – Disposable	\$30 - \$60/ each
	Suture Kit – Laceration Tray	\$30 - \$60/ each
	Suture Kite – Wound	\$16 - \$60/ each
	Suture (assorted kinds and sizes)	\$16 - \$60/ each
*	Syringes (3cc and 10cc)	\$1-5/ each
	Syringe – Tubex Injector Device	\$15 - \$20/ each
	Tape – Adhesive (assorted sizes)	\$15 - \$25/ box
	Tape – Cloth (assorted sizes)	\$20 - \$30/ box
	Telfa Adhesive Pad	\$15 - \$20/ box
	Tongue Depressor	\$1 - \$5/ each
	Tourniquet – Disposable	\$25 - \$35/ roll
*	Triage Tags and Tarps	unable to determine
*	Veniflow Manifold	unable to determine

Medical Supplies and Pharmaceuticals		Estimated Cost/Unit
Medical Equipment		
	Backboard - Disposable	\$75 - \$100/ each
*	Bag Valve Mask – Disposable (adult & pediatric rescue)	\$15 - \$60/ each
	Bags – Victim Possession (25/case)	\$40 - \$70/ case
	Bags - Biohazard	\$15 - \$40/ roll
	Bags – Body (heavy-duty)	\$50 - \$100/ each
	Battery Tester – 12 volt	\$10 - \$20/ each
	Batteries (assorted sizes)	\$10 - \$25/ pack

Medical Supplies and Pharmaceuticals		Estimated Cost/Unit
Medical Equipment		
	Bed sheets – Disposable	\$1 - \$5/ each
	Biohazard Bag	\$15 - \$40/ roll
	Blanket – Disposable Emergency	\$1 - \$3/ each
	Bleach – 5%	\$5 - \$10/ gallon
	Debridement Kits	\$30 - \$150/ each
	Defibrillator with 12-lead ECG adapter	\$3,000 - \$20,000/ each
	Defibrillator – AC auxiliary power supply	\$300 - \$600/ each
	Defibrillator Battery Support System	\$500 - \$1,500/ each
	Defibrillator External Pediatric Paddle	\$100 - \$200/ each
	Defibrillator/Monitor/Pacemaker	\$3,000 - \$20,000/ each
	Digital Thermometer	\$20 - \$100/ each
	Dressing – Adhesive (Sterile)	\$5 - \$10/ pack
	Dressing – Sterile (assorted sizes)	\$5 - \$20/ pack
*	Endotracheal Tube – Adult & pediatric	\$5 - \$30/ each
*	Endotracheal Tube Stylette – Adult & pediatric	\$5 - \$30/ each
	Faceshield - Chemical	\$5 - \$10/ each
	Electrolyte Replacement Fluid	\$2 - \$7/ each
	Disposable Wipes	\$5 - \$10/ box
	Sheets - Disposable	\$1 - \$3/ each
	Towels – Cotton (disposable)	\$3 - \$10/ each

Medical Supplies and Pharmaceuticals		Estimated Cost/Unit
Pharmaceuticals		
*	2Pam Chloride	\$15-20/ each
*	Adenosine 5 gm	\$13-17/ each
*	Adenosine 25 gm	\$42-48/ each
*	Adenosine 10 gm	\$118-140/ each
*	Albuterol sulfate .083% - INJ 3 ml 25s UD	\$30-40/ each
*	Albuterol MDI 3 ml	\$20-40/ each
	Amyl Nitrite	\$30 - \$40 box
*	Atropine Sulfate - Vial 0.4 mg/ml 1 ml 25s	\$10-30/ each
*	Atropine Sulfate - Vial 0.4 mg/ml 1 ml 100s	\$40-100/ each
*	Atropine Auto Injectors	\$14-20/ each
	Atrovent	\$30 - \$60/ each
	Bactrim	\$2 - \$20/ each
	Benzathine penicillin	\$10 - \$50/ each
*	Benadryl – Vial 50 mg/ml 1 ml 10s	\$15-20/ each
*	CANA Auto Injectors	\$20-426/ each
*	Calcium Chloride – Vial 100 mg/ml 10 ml 10s	\$140-170/ each
*	Calcium Gluconate – vial 100 mg/ml 10 ml 10s	\$25-40/ each
*	Ciprofloxin TAB 250 mg 100s	\$350-400/ each
*	Ciprofloxin TAB 500 mg 100s	\$415-510/ each
*	Ciprofloxin TAB 750 mg 100s	\$430-520/ each
*	Cyanide Antidote Kits	\$275-325/ each

Medical Supplies and Pharmaceuticals		Estimated Cost/Unit
Pharmaceuticals		
	Diazepam, 10mg vial for injection	\$12 - \$50/ each
	Digoxin	\$28 - \$60/ each
	Diphenhydramine	\$2 - \$20/ each
*	Dextrose INJ 5% 100 ml 25s	\$125-130/ each
*	Dextrose INJ 10% 500 ml	\$12-20/ each
*	Dopamine Hydrochloride - Vial 40 mg/ml 5 ml 25s	\$50-80/ each
	Doxicillin	\$1-2/ each
*	Doxycycline - TAB 100 mg 500s	\$60-80/ each
*	Epinephrine 1:1,000 1 mg/ml 30cc syringe	\$8-10/ each
*	Epinephrine 1:10,000 2 lg syringe	\$2-4/ each
	Fortaz (Ceftazidime)	\$15 - \$35/ each
	Fosphenytoin	\$5 - \$50/ each
*	Glucagon – PDI, IJ 1mg	\$48-70/ each
	Haloperidol	\$12 - \$50/ each
	Hydroxocobalamine	\$6 - \$48/ each
	Iodine - 5% sol 500 ml	\$12-17/ each
	KI (Potassium Iodide)	\$2 - \$20/ each
	Lactated Ringers Solution	\$30 - \$60/ each
*	Lasix TAB 20 mg 100s	\$19-21/ each
*	Lasix TAB 40 mg 100s	\$26-29/ each
*	Lasix TAB 80 mg 50s	\$21-25/ each
*	Lidocaine Vial 0.5% 50 ml 25s	\$99-110/ each

Medical Supplies and Pharmaceuticals		Estimated Cost/Unit
Pharmaceuticals		
*	Lidocaine Vial 1% 50 ml 25s	\$84-90/ each
*	Loperamide – CAP 2 mg 100s	\$11-15/ each
*	Magnesium Sulfate – INJ 500 mg/ml 2 ml 100s	\$67-80/ each
	Mark 1 Auto-Injector	\$10 - \$30/ each
*	Methylprednisolone 4 mg BH/2 lg	\$8-11/ each
	Morphine Sulfate	\$5 - \$30/ each
*	Narcan – INJ 10 mg/ml 1 ml 10s	\$32-40/ each
	Nifedipine	\$20 - \$60/ each
*	Nitroglycerin - CER 2.5 mg 100s	\$11-15/ each
*	Nitroglycerin for injection	\$25 - \$60/ each
*	Normal Saline – INJ 0.9% 10 ml	\$2-5/ each
*	Nubain – INJ 10 mg/ml 10 ml	\$24-30/ each
	PCN/Bezathine	\$10 - \$50/ each
	Phenytoin	\$5 - \$20/ each
	Polysporin Ointment	\$1 - \$10/ each
	Potassium Chloride	\$5 - \$25/ each
*	Potassium Iodide tablet	\$2 - \$20/ each
	Pralidoxime Chloride – (2-PAM/Protopam)	\$5 - \$25/ each
	Procardia (Nifedipine)	\$5 - \$60/ each
	Rifampin capsule	\$3 - \$10/ each
	Saline	\$2 - \$5/ each
*	Silver Sulfadiazine – CRE 1% 400 gm	\$25-30/ each

Medical Supplies and Pharmaceuticals		Estimated Cost/Unit
Pharmaceuticals		
*	Sodium Bicarbonate – INJ 7.5% 50 ml 10s	\$225-400/ each
	Solu-Medrol (Methylpred)	\$5 - \$35/ each
*	Sterile Water – 1000 ml USP	\$2-4/ each
	Streptomycin	\$5 - \$20/ each
	Tenormin (Atenolol)	\$5 - \$60/ each
*	Tertracaine - POW 100 gm	\$121-195/ each
	Theophylline	\$5 - \$60/ each
*	Thiamine – INJ 100 mg/ml 1 ml 10s	\$25-30/ each
	Toradol (Ketorolac)	\$5 - \$60/ each
*	Valium – Vial 5 mg/ml 10 ml	\$22-30/ each
	Vanceril (Beclomethasone)	\$5 - \$60/ each
	Verapamil - Vial 2.5 mg/ml 4 ml 10s	\$63-66/ each

OFFICE FOR DOMESTIC PREPAREDNESS (ODP)

ODP has compiled a compendium of courses to inform state and local response agencies of Federal training that is available in the area of WMD. The following pages in this appendix provide references to these federally-conducted WMD terrorism courses. The training course matrix is arranged by ODP WMD Training Level (Awareness, Performance level Defensive and Offensive, and Planning/Management). The disciplines for which the courses are applicable are indicated in matrix form next to each class. Also indicated for each course is the sponsoring Federal agency. For more detail on each course see the respective website for each Federal course provider as indicated below. This compendium is maintained in its entirety on the ODP website: www.ojp.usdoj.gov/odp.

Agency	Website
CDC: Centers for Disease Control and Prevention	http://www.cdc.gov
DOE: Department of Energy	http://energy.gov
DOJ: Department of Justice	http://www.ojp.usdoj.gov/odp
EMI: Emergency Management Institute	http://training.fema.gov/EMIWeb
FEMA: Federal Emergency Management Agency	http://www.training.fema.gov/
HHS: Health and Human Services	http://www.os.dhhs.gov
NFA: National Fire Academy	http://www.usfa.fema.gov/dhtml/fire-service/nfa.cfm

Training Course Matrix Awareness Level													
Awareness Level				Discipline									
Course Number	Course	Provider	LE	EMS	EMA	FS	HZ	PW	GA	PSC	HC	PH	Cert. Trnr.
AWR-103	Managing Civil Actions in Threat Incidents (MCATI) Basic Course	ODP	X										
AWR-110	Terrorism Awareness for Emergency First Responders http://www.teexwmdcampus.com	ODP	X	X	X	X	X	X	X	X	X	X	
AWR-111	Emergency Medical Services (EMS) http://www.teexwmdcampus.com	ODP		X							X	X	
AWR-112	Public Works for WMD Awareness http://www.teexwmdcampus.com	ODP						X		X			
AWR-120	Law Enforcement Response to WMD Incidents	ODP	X										
AWR-121	Law Enforcement Response to WMD Incidents (Train-the-Trainer)	ODP	X										X
AWR-130	Incident Response to Terrorist Bombings – Awareness	ODP		X		X							
	WMD Radiological/Nuclear Awareness	ODP	X	X	X	X	X	X	X	X	X	X	

Training Course Matrix Performance Defensive – Operations													
Performance Defensive			Discipline										
Course Number	Course	Provider	LE	EMS	EMA	FS	HZ	PW	GA	PSC	HC	PH	Cert. Trmr.
PER-200	WMD Crime Scene Management	ODP	X	X		X	X						
PER-201	WMD Evidence Collection	ODP	X			X	X						
PER-202	Managing Civil Actions in Threat Incidents (MCATI) Improvised Protester Devices Course	ODP	X			X	X						
PER-210	Public Works: Planning for and Responding to a Terrorism/WMD Incident	ODP						X			X		
PER-211	Emergency Medical Services Operations and Planning for WMD	ODP		X							X	X	
PER-220	Emergency Response to Domestic Biological Incidents	ODP	X	X		X	X		X		X		
PER-221	WMD Tactical Operations	ODP	X										
PER-222	Surveying and Forensic Sampling for Biological Incidents	ODP				X	X						
PER-223	Computer Aided Management of Emergency Operations (CAMEO)	ODP			X				X				
PER-224	Law Enforcement Response to WMD Incidents – Operations	ODP	X										

Training Course Matrix (Cont.) Performance Defensive – Operations													
Performance Defensive			Discipline										
Course Number	Course	Provider	LE	EMS	EMA	FS	HZ	PW	GA	PSC	HC	PH	Cert. Tmr.
PER-230	Incident Response to Terrorist Bombings – Operations	ODP	X	X		X	X						
PER-240	WMD Radiological/Nuclear Operations	ODP	X	X		X	X						
PER-241	WMD Radiological/Nuclear Course for HazMat Technicians	ODP				X	X						
PER-250	Emergency Response to Terrorism: Operations (Train-the-Trainer)	ODP	X	X		X	X						X
PER-260	WMD Emergency Response Training Course (Live-Agent)	ODP	X	X	X	X	X		X				
PER-261	WMD HazMat Technician (Live-Agent)	ODP				X	X						
	Incident Complexities (WMD)	ODP	X	X	X	X	X	X	X	X	X	X	
	Hands-on-Training (HOT)	ODP	X	X	X	X	X	X	X	X	X	X	
	WMD Incident Operations	ODP	X	X	X	X	X	X	X	X	X	X	

Training Course Matrix Planning/Management Level													
Planning/Management Level				Discipline									
Course Number	Course	Provider	LE	EMS	EMA	FS	HZ	PW	GA	PSC	HC	PH	Cert. Tmr.
MGT-300	Managing Civil Actions in Threat Incidents (MCATI) Command Course	ODP	X	X	X	X	X						
MGT-310	WMD: Threat and Risk Assessment	ODP	X		X	X	X	X	X				
MGT-311	Mayors' Executive Seminar	ODP							X				
MGT-312	Senior Officials' Workshop	ODP	X		X	X	X	X	X		X	X	
MGT-313	WMD Incident Management/Unified Command	ODP	X	X	X	X	X	X				X	
MGT-320	Integrated Response to Domestic Biological Incidents	ODP	X	X	X	X	X						
MGT-360	WMD Incident Command Training Course (Live-Agent)	ODP	X	X	X	X	X					X	
MGT-380	Managing WMD – Executive Level Program for Sheriffs	ODP	X										
MGT-390	Hospital Emergency Management: Concepts and Implications of WMD Incidents	ODP		X		X	X				X	X	
	WMD Incident Command	ODP	X	X	X	X	X	X	X	X	X	X	

Training Course Matrix (Cont.) Planning/Management Level													
Planning/Management Level			Discipline										
Course Number	Course	Provider	LE	EMS	EMA	FS	HZ	PW	GA	PSC	HC	PH	Cert. Tmr.
	WMD Specialist	ODP	X	X	X	X	X	X	X	X	X	X	
	Incident Planning and Command	ODP	X	X	X	X	X	X	X	X	X	X	
	WMD Exercise Development	ODP	X	X	X	X	X	X	X	X	X	X	
	WMD Practical Exercise	ODP	X	X	X	X	X	X	X	X	X	X	

Training Course Matrix Videos													
Videos				Discipline									
Course Number	Course	Provider	LE	EMS	EMA	FS	HZ	PW	GA	PSC	HC	PH	Cert. Tmr.
VID-001	Surviving Weapons of Mass Destruction		X	X	X	X	X	X	X	X	X	X	
VID-002	Weapons of Mass Destruction and the First Responder		X	X	X	X	X	X	X	X	X	X	
VID-003	Surviving the Secondary Device: The Rules Have Changed		X	X	X	X	X	X	X	X	X	X	
VID-004	Using ICS in a WMD Incident		X	X	X	X	X	X	X	X	X	X	
VID-005	Using Unified Command in a WMD Incident		X	X	X	X	X	X	X	X	X	X	
VID-006	Responding to a WMD/HazMat Crime Scene		X	X	X	X	X	X	X	X	X	X	
VID-007	WMD Crime Scene Management		X	X	X	X	X	X	X	X	X	X	

OFFICE FOR DOMESTIC PREPAREDNESS EXERCISE DEFINITIONS

Seminars: Seminars are generally employed to orient participants to, or provide an overview of, authorities, strategies, plans, policies, procedures, protocols, response resources, or concepts and ideas. Seminars provide a good starting point for jurisdictions that are developing or making major changes to their plans and procedures. They provide a learning experience for the target audience and offer the following attributes:

- Low-stress environment employing a number of instruction techniques, such as lecture, multimedia presentations, panel discussions, case study discussions, expert testimony, and decision support software
- Informal discussions led by a seminar leader
- Not constrained by real time portrayal of events
- Effective with both small and large groups

Workshops: Workshops usually focus on development of a product by the attendees. Organization of attendees into functional groupings aided by facilitators, and the use of breakout sessions, are common. Final results are often presented and approved in a plenum session. In conjunction with exercise development, workshops are most useful in achieving specific aspects of exercise design, such as:

- Determining exercise objectives
- Developing exercise scenario and key events listing
- Determining evaluation elements and standards of performance

Drills: A drill is a coordinated, supervised activity usually employed to test a single specific operation or function in a single agency. Drills are commonly used to provide training with new equipment, to develop or test new policies or procedures, or to practice and maintain current skills. Typical attributes include:

- A narrow focus, measured against established standards
- Instant feedback
- Realistic environment
- Performance in isolation
- Performance as a subset of full-scale exercises (FSEs)

Games: A game is a simulation of operations that often involves two or more teams, usually in a competitive environment, using rules, data, and procedures designed to depict an actual or assumed real life situation. It does not involve the activities of actual resources, and the sequence of events affects, and is in turn affected by, the decisions made by the players.

Players are commonly presented with scenarios and asked to perform a task associated with the scenario episode. Each episode is moved to the next level of detail or complexity, taking into account the players' earlier decisions. The decisions made by game participants determine the flow of the game. The goal is to explore decision-making processes and the consequences of decisions. In a game, the same situation can be examined from a series of perspectives by changing variables and parameters that guide player actions. Large-scale games are multi-jurisdictional and can include active participation from local to national levels

of government. Games stress the importance of the planners' and players' understanding and comprehension of interrelated processes.

With the evolving complexity and sophistication of current simulations, there are increased opportunities to provide enhanced realism for game participants. The use of computer-generated scenarios and simulations can provide a more realistic and time-sensitive method of introducing situations for analysis. Planner decisions can be input and models run to show the effect of decisions made during a game. Distributed games (available through the Internet) offer many additional benefits, such as saving participants' time and travel expenses, more frequent training opportunities, and less time away from primary functions. They also provide a collaborative environment that reflects realistic occurrences. Games are excellent vehicles for the following:

- Gaining policy or process consensus
- Conducting “what-if” analyses of existing plans
- Developing new plans

Tabletop Exercises: (Equivalent to FEMA Tabletop exercise): Tabletop Exercises (TTXs) involve senior staff, elected or appointed officials, or other key staff in an informal setting to discuss simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation. It can be used to assess plans, policies, and procedures, or to assess types of systems needed to guide the prevention, response to, and recovery from, the defined event. TTXs typically are aimed at facilitating the understanding of concepts, identification of strengths and shortfalls, and/or achieving a change in attitude. Participants are encouraged to discuss issues in depth, and develop decisions through slow-paced problem solving rather than rapid, spontaneous decision-making that occurs under actual or simulated emergency conditions. In contrast to the scale and cost of exercises and games, TTXs can be a cost-effective tool when used in conjunction with more complex exercises. The TTXs effectiveness is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans.

Methods for the TTX divide into two categories—basic and advanced. Advanced tabletops feature the use of pre-scripted messages. In a basic tabletop, the scene set by the scenario materials remains constant. The scene describes an event or emergency incident and brings discussion participants up to the simulated present time. Players apply their knowledge and skills to a list of problems presented by the leader/moderator. Problems are discussed as a group and resolution is generally agreed on and summarized by the leader. In an advanced TTX, play revolves around delivery of pre-scripted messages to players which alter the original scenario. The exercise controller (moderator) usually introduces problems one at a time in the form of a written message, simulated telephone call, videotape, or other electronic means. Participants discuss the issues raised by the problem, using appropriate plans and procedures. Attributes of a TTX may include:

- Practicing group problem solving
- Familiarizing senior officials
- Conducting a specific case study
- Examining personnel contingencies
- Testing group message interpretation
- Participating in information sharing

- Assessing interagency coordination
- Achieving limited or specific objectives

Functional Exercises: (Equivalent to FEMA Functional exercise): The Functional Exercise (FE) is designed to test and evaluate individual capabilities, multiple functions or activities within a function, or interdependent groups of functions. It is generally focused on exercising the plans, policies, procedures, and staffs of the direction and control nodes of Incident Command and Unified Command. Generally, events are projected through an exercise scenario with event updates that drive activity at the management level. The movement of personnel and equipment is simulated.

The objective of the FE is to execute specific plans and procedures and apply established policies, plans, and procedures under crisis conditions, within or by a particular function team(s). The FE simulates the reality of operations in a functional area by presenting complex and realistic problems requiring rapid and effective responses by trained personnel in a highly stressful environment. Attributes of an FE include:

- Evaluating functions
- Evaluating EOCs, headquarters, and staff
- Reinforcing established policies and procedures
- Measuring the adequacy of resources
- Examining inter-jurisdictional relationships

Full-Scale Exercises: (Equivalent to FEMA Full Scale exercise): In a Full-Scale Exercise (FSE), response elements are required to mobilize and deploy to a designated site or locale in response to a simulated attack, generally for an extended period. Actual mobilization and movement of personnel and resources are required to demonstrate coordination and response capability. EOCs and field command posts are activated. The FSE is the largest, costliest, and most complex exercise type and may involve participation at the State, local, regional, and Federal levels. Although pre-scripted events may be used, the exercise is primarily driven by player actions and decisions. An oral evaluation or critique is conducted at the end of the exercise, and an After Action Report is written.

The FSE is used to evaluate the operational capabilities of systems, functional interfaces, and interaction during an extended period. It involves testing a major portion of Operations Plans and organizations under field conditions. Attributes of an FSE may include:

- Assessing organizational and individual performance
- Demonstrating interagency cooperation
- Allocating resource and personnel
- Assessing equipment capabilities
- Activating personnel and equipment locations
- Assessing inter-jurisdictional cooperation
- Exercising public information systems
- Testing communication systems and procedures

- Analyzing memoranda of understanding (MOUs), standard operating procedures (SOPs), plans, policies, and procedures

EXERCISE PLANNING TIMELINES

The following tables are examples of the activity flow that would occur in an exercise planning cycle for each exercise type. It should be recognized that the exact planning cycle may be affected by the size, scope, and complexity of a selected exercise, with more complex exercises possibly requiring a more detailed or longer planning schedule. Timing suggestions have not been provided for the other techniques described in Chapter 3 (i.e., Workshops, Games, and Seminars), because planning for these can take vastly different approaches; nor are distinct functional planning events (e.g., Transportation Planning Conference) that may be held in support of achieving specific exercise support functions described.

TABLETOP EXERCISE TIMING

Tabletop Exercise (TTX) Activity	Time Pre- and Post-Exercise Day (E- Day)
Establish Date of TTX	
Develop TTX Concept, Select Date of IPC	E-120 days
Prepare/Mail IPC Read-Ahead Packet	E-110 days
Prepare IPC Briefing	E-93 days
Conduct IPC	E-90 days
Prepare/Approve IPC Minutes	E-83 days
Prepare/Print Draft SITMAN	E-52 days
Review Materials for FPC	E-50 days
Conduct FPC	E-45 days
Prepare/Approve FPC Minutes	E-38 days
Finalize SITMAN	E-15 days
Finalize Multimedia Presentation	E-7 days
Set-Up Facility/Review Presentation	E-1 day
Conduct TTX	E-day
AAR Inputs Received from Participants	E+21 days
Draft AAR Forwarded for Participant Review	E+28 days
Participant AAR Review Comments Received	E+49 days
AAR Finalized	E+60 days
Final AAR Distributed	E+75 days

FUNCTIONAL EXERCISE TIMING

Functional Exercise (FE) Activity	Time Pre- and Post- Exercise Day (E-Day)
Establish Proposed Date of Functional Exercise	
Concept Development and Select Date of IPC	E-210 days
Prepare/Mail IPC Read-Ahead Packet	E-200 days
Prepare IPC Briefing	E-183 days
Conduct IPC	E-180 days
Distribute IPC Minutes or C&O Paper	E-166 days
Draft EXPLAN Distributed for Review	E-130 days
Review of Plan and Material for MPC	E-125 days
Conduct MPC	E-120 days
Prepare MPC Minutes	E-113 days
Final EXPLAN Prepared/Disseminated	E-75 days
Review Draft MSEL, Control and Evaluation Plan, Exercise Timeline and Support Requirement Status	E-70 days
Final Preparations for FPC	E-65 days
Conduct FPC	E-60 days
Distribute FPC Minutes	E-53 days
Finalize Review of MSEL, MSEL Implementers	E-30 days
Final Review of C/E Handbook	E-30 days
Disseminate C/E Handbook	E-25 days
Finalize Pre-Exercise Briefings	E-7 days
Conduct Pre-Exercise On-Site Activities	E-1 days
Conduct Functional Exercise	E-day
AAR Inputs Received from Participants	E+21 days
Draft AAR Forwarded for Participant Review	E+35 days
Draft AAR Forwarded to Community	E+42 days
Participant AAR Comments Received	E+65 days
AAR Finalized	E+90 days
Final AAR Distributed	E+106 days

FULL-SCALE EXERCISE TIMELINE

Full-Scale Exercise (FSE) Activity	Time Pre- and Post- Exercise Day (E-Day)
Concept Development and Select Proposed Date of FSE	
Coordinate Date of IPC	E-365 days
Prepare/Mail IPC Read-Ahead Packet	E-350 days
Prepare IPC Briefing	E-340 days
Conduct IPC	E-330 days
Distribute C&O Paper	E-320 days
Distribute Draft EXPLAN to Participants	E-240 days
Review of Plan and Material for MPC	E-200 days
Conduct MPC	E-180 days
Prepare/Approve MPC Minutes	E-160 days
Review Draft MSEL, Control and Evaluation Plan, Exercise Timeline and Support Requirement Status	E-120 days
Final EXPLAN Disseminated	E-90 days
Final Preparations for FPC	E-65 days
Conduct FPC	E-60 days
Prepare/Approve FPC Minutes	E-53 days
Finalize MSEL, MSEL Implementers	E-45 days
Final Review of Controller/Evaluator Handbook to Publications	E-30 days
Controller/Evaluator Handbook to Publications	E-25 days
Finalize Pre-Exercise Briefings	E-7 days
Conduct Pre-Exercise On-Site Activities	E-1 days
Conduct FSE	E-day
AAR Inputs Received from Participants	E+30 days
Draft AAR Forwarded for Participant Review	E+52 days
Participant AAR Comments Received	E+90 days
Final AAR Distributed	E+120 days

PROTOCOL FOR TECHNICAL ASSISTANCE NEEDED TO COMPLETE ASSESSMENTS

PROTOCOL

Contact the SAA who will work with the ODP Program Manager

- 1. Requests:** Three types of technical assistance requests will be accepted by the Technical Assistance Branch: State Strategy Technical Assistance Needs, Chemical Protective Clothing Team Assistance, and Ad Hoc requests for General Technical Assistance or Information Management Technical Assistance.

State Strategy Technical Assistance Needs: Each state strategy submission will be analyzed by the Technical Assistance Branch to determine if alignment exists between the projected technical assistance needs addressed in the narrative and the online needs assessment data entered by the local jurisdictions. If such alignment exists, TA staff will indicate, in the State Assistance Plan (SAP), ODP resources that can be made available to the State. This information will also be discussed with the ODP Program Manager prior to a state visit. If there is little or no alignment, the ODP Program Manager will work with the state to identify and clarify state and local technical assistance needs.

All requests for technical assistance must be made in writing and sent to ODP for approval, execution, and coordination with a TA provider. These requests must come from the state administrative agency (SAA) and be sent to the appropriate ODP Program Manager, who will, after determining if the request is consistent with the goals, projected technical assistance needs, and priorities addressed in the statewide strategy, forward the request to the TA Branch. Each request shall provide a brief description of:

- The nature and extent of the requestor's technical assistance need
- The goal and priority, if addressed in the strategy
- The type of technical assistance needed
- Plans for maintaining and sustaining effort
- Approximate number of persons to receive technical assistance
- The requestor's desired schedule for technical assistance. Specifically when the technical assistance is needed and any other special information

In an effort to expedite the request process, the TA Branch has developed a general "Technical Assistance Request" form. This form, while addressing all criteria necessary in making a request for assistance, does so in a greatly abbreviated format, and should be used by the ODP Program Manager during an SAA site visit. Upon completion of the form, it will be necessary for the ODP Program Manager to acquire the signature of an authorized SAA representative. This signature on the form authorizes a formal request for assistance from the state.

Chemical Protective Clothing Team Assistance (CPCTA) Requests: Requests for Chemical Protective Clothing Team Assistance (CPCTA), formerly referred to as the Chemical Protective Clothing Company Course (CPCC), may be submitted to ODP directly by a local jurisdiction. This

technical assistance request does not have to reflect goals or priorities stated in the strategy. A “Chemical Protective Clothing Team Assistance (CPCTA) Request” form has been developed for this assistance and can be found online at <http://www.ojp.usdoj.gov/odp>.

Ad Hoc Requests: Technical assistance requests that fall outside either of the aforementioned requests will be considered “Ad Hoc Requests.” These requests will follow the same procedures as the strategy needs request. Local requests must be reviewed and approved at the state level prior to being submitted to the ODP Program Manager by the SAA. These requests will be accepted throughout the year, as needs arise.

2. Processing Requests: All technical assistance requests will go to the assigned ODP Program Manager for approval and appropriateness prior to being forwarded to the Technical Assistance Branch for login, tracking, and execution. Requests for training and/or exercise support will be sent to the Training Branch and Exercise Division, respectively. Requests will be logged into the TA database and assigned a tracking number. Each request, except Chemical Protective Clothing Team Assistance, must be analyzed for compatibility with the ODP strategic plan, mission, TA purpose areas, and consistency with the state's strategic plan.

3. Provider Identification: ODP will utilize several different TA providers with various expertise, resources, and capabilities, including Research Planning, Inc. (RPI), Texas Engineering Extension Service (TEEX), Science Applications International Corp (SAIC), and Community Research Associates (CRA). Each TA provider will have a contract or grant outlining general TA capability and specific areas of expertise that the contractor is capable of providing to the field. The TA provider will provide at least one senior member per TA visit to lead the TA delivery. The senior member will be responsible for understanding the TA request and articulating the material or guidance to the requestor.

Each request must be matched with an appropriate TA provider based upon the availability of the provider and the provider's specific areas of expertise. After determining that the request is consistent with Technical Assistance Branch policy, contact will be made between ODP and the TA provider to discuss work plans, time lines, deliverables, and state and local contacts. If necessary, a conference call between ODP, the requestor, and the TA provider will be scheduled to discuss the request in-depth, including time-lines, TA type and provider compatibility and to gather more information to process the request. Once the preliminary discussions have taken place, the provider will submit a technical assistance work plan, that includes a projected budget to ODP for review and approval. Once the request has been approved, notification will be sent to the SAA, the ODP Program Manager and the TA provider.

4. Executive Phase: Upon completion of the set-up phase with the requestor and the TA provider, ODP will prepare a TA schedule for the appropriate ODP Program Manager and finalize the TA work plan, including providing confirmation to the requestor on the approval of the technical assistance request. Close contact will be maintained with the appropriate branch, TA provider and requestor for all TA requests, including tracking budget costs and responding to problems. All deviations from the original budget and work plan must have ODP approval prior to incurring costs or changes. Any costs incurred without ODP Technical Assistance Branch approval can potentially be denied.

5. Completion Phase: Within seven days of the completion of the TA, a follow-up survey will be sent to the requestor by the Technical Assistance Branch to evaluate the TA process, including quality of assistance, timeliness, and the provider. All surveys will be submitted directly to ODP from the requestor

and analyzed to identify any problems in the process, as well as to record the TA delivery for future inquiries.

6. Reporting Phase: Within 30 days of completion of the TA, the TA provider will complete an After Action Report (AAR), outlining the perceived problems of the requestor, the TA delivered, general and specific comments and feedback from the requestor agency, problems encountered and/or unanticipated circumstances, and recommendations for future action. A copy of this report will be provided to the appropriate branch. This report should include the following:

- Names and titles of personnel participating (contractor and requestor)
- Detailed overview of service provided
- Number of TA hours provided
- TA provider issues or concerns
- Recommendations to resolve problems and improve future TA events

The report will be sent to the ODP Technical Assistance Branch. At this time, a separate report addressing the financial status of the request will be prepared by the TA provider and submitted to ODP. This report should include final figures for the following:

- Travel
- Personnel
- Consultants
- Supplies
- Equipment
- Logistics/Space
- Total costs incurred

7. Deliverables: All TA requests involving deliverables, including documentation or evaluations, will be identified during the initial contact with the appropriate branch. The Technical Assistance Branch will determine the intended deliverable from the technical assistance request. Deliverables can be documentation of various projects, manuals, evaluations, lessons learned, etc. All deliverables will be sent to ODP for approval within twenty-one days of the TA visit, including deliverables for the requestor. Costs associated with the completion of deliverables will be included in the original project budget submitted to ODP by the TA provider. Once the deliverable(s) have been approved by ODP, they will be sent to the requestor by the TA provider.

8. Evaluation: TA requests will be evaluated based on the criteria set forth above and the availability of resources. In addition, an impact evaluation will be conducted on a few selected requests to determine the impact of the TA program on enhancing and improving state and local jurisdictions' capacity to prepare for and respond to threats or acts of terrorism involving weapons of mass destruction.

Resourcing Program	State Amount	Allocation				
		Plan	Organize	Equip	Train	Exercise
State Domestic Preparedness Equipment Support Program (DOJ) Total = \$148.3 Million www.usdoj.gov						
State and Local Domestic Preparedness Training Program (DOJ) Total = \$14.5 Million www.ojp.usdoj.gov						
State and Local Domestic Preparedness Technical Assistance (DOJ) Total = \$6 Million www.ojp.usdoj.gov						
State and Local Domestic Preparedness Exercise Support Program (DOJ) Total = \$0 www.ojp.usdoj.gov						
State and Local Anti-Terrorism Training (DOJ) Total = N/A www.usdoj.gov						
Domestic Anti-Terrorism Technology Development Program (DOT) Total = \$36.2 Million www.usdoj.gov/hij						
Hazardous Materials Emergency Preparedness Training and Planning Grants (DOT) Total = \$12.8 Million www.rspa.dot.gov						
Assistance to Firefighters Grant Program (FEMA) Total = \$360 Million www.usfa.fema.gov/grants						

Resourcing Program	State Amount	Allocation				
		Plan	Organize	Equip	Train	Exercise
SARA Title III Training Program (FEMA) Total = \$193,000 www.fema.gov						
Hazardous Materials Assistance Program (FEMA) Total = \$330,000 www.fema.gov						
National Urban Search and Rescue Response System (FEMA) Total = \$4.05 Million www.fema.gov						
Emergency Management Institute- Training Assistance (FEMA) Total = \$1.45 Million www.fema.gov						
Emergency Management Independent Study Program (FEMA) Total = N/A www.fema.gov						
Emergency Management Institute Resident Educational Program (FEMA) Total = \$5.4 Million www.fema.gov						
First Responder Counter Terrorism Training Assistance (FEMA) Total = \$4 Million www.fema.gov						
Chemical Stockpile Emergency Preparedness Program (FEMA) Total = \$46.2 Million www.fema.gov						
Emergency Management Performance Grants (FEMA) Total = \$134.5 Million www.fema.gov						

Resourcing Program	State Amount	Allocation				
		Plan	Organize	Equip	Train	Exercise
National Fire Academy Training Grants (FEMA) Total = \$1.25 Million www.fema.gov						
Public Health and Social Services Emergency Fund (DHHS) Total = \$0 www.hhs.gov						
EMS for Children (DHHS) Total = \$18.99 Million www.hrsa.gov						
Injury Prevention and Control Research and State and Community Based Programs (DHHS) Total = \$57 Million www.cdc.gov						
Superfund Worker Training Program (DHHS) Total = \$25 Million www.nih.gov						
Health Program for Toxic Substances and Disease Registry (DHHS) Total = \$7.4 Million www.atsdr.cdc.gov						
Immunization Research, Demonstration, Public Information and Education (DHHS) Total = \$10.1 Million www.cdc.gov						
Surveillance of Hazardous Substance Emergency Events (DHHS) Total = \$1.32 Million www.atsdr.cdc.gov						
Human Health Studies, Applied Research and Development (DHHS) Total = \$0 www.atsdr.cdc.gov						